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Abstract

The Edward Deming philosophy of Total Quality Management changed the reputation of an entire nation. In the early 1950's he took his philosophy to Japan and created a revolution in the industrial world. Total Quality Management has fourteen major points. This study took Deming's fourteen points and adapted them to a church setting.

Many churches suffer from a lack of commitment to excellence. The focus on numbers as the only indicator of success seemed to be the same problem Deming was facing when he introduced his Total Quality Management theory. The development of this study came from a desire to see how the fourteen points of Total Quality Management could be adapted to the church.

In 1995, I became the Minister of Administration at Southern Acres Christian Church in Lexington, Kentucky. The philosophy of Total Quality Ministry was introduced into that ministry. Discovering the philosophy could only be effective if there was an organizational structure for carrying out the six points of the Total Quality Ministry philosophy, a Ministry Team and I developed the Nehemiah Ministry that was used in this study.

This dissertation is a study of the Southern Acres Christian Church and how the Total Quality Ministry philosophy impacted the commitment to excellence in its ministry. The major focus was on the ministry area of finance. The implementation of the Nehemiah Ministry, in the Southern Acres context, allowed the Total Quality Ministry philosophy to permeate the entire ministry. The Nehemiah Ministry has

three major goals, 1) to unite the entire ministry behind one unified mission statement, 2) to encourage the identification of spiritual gifts, 3) to encourage the involvement of all of God's people in the ministry of the church.

The Total Quality Ministry philosophy implemented through the Nehemiah Ministry had a major impact on the Southern Acres Christian Church ministry. The goal was to increase the commitment to excellence and quality throughout the entire ministry. The Total Quality Ministry philosophy is not a destination it is a process. The process has begun.

DISSERTATION APPROVAL

This is to certify that the dissertation entitled
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Through Total Quality Ministry:
A Case Study of Southern Acres Christian Church**

**A Dissertation
Presented to
the Faculty of the Graduate School
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**In Partial Fulfillment
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Doctor of Ministry in Church Leadership**

**by
Michael Dale Currans**

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c 1998

Michael Dale Currans

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CHAPTER 1

Understanding the Problem

The key issue for churches in the twenty-first century will be church health, not church growth. (Rick Warren)

“Popular preacher finds himself beset by probes of fraud.” “Church bonds plunge into default.” “Church official gets five years in tax scheme.” These disturbing headlines were carried by various newspapers around the United States. Free publicity is desired by most churches, but not of this type. How can a church or any Christian organization get in such a mess? The answer is simple. Whenever a ministry lacks commitment to excellence and quality, potential disaster looms its future.

During 1992, over 1,000 churches filed for bankruptcy (Pollock). For any one in charge of church affairs this is a frightening statistic. Could it happen to any church? Most would probably answer no. After all, only Christian men and women of integrity are involved in the leadership of the church. While in most cases this may be true, it does not exempt one from the embarrassment of mismanagement, ignorance, or neglect.

Lack of commitment to excellence is often found throughout the ministry of the church, not only in the area of finance. The strong focus on numbers as the test of church success has produced a lack of commitment to excellence. In September 1983, I left the business world and entered Cincinnati Bible Seminary. Looking back on my seminary experience, two major oversights stand out in my education and preparation.

The first omission was in the area of administration. Being anxious to learn as much as possible about God’s Word and how to build a church, I never noticed that church

administration was often neglected in my studies. Whenever administration was mentioned it was in a philosophical manner and without practical application. This lack of administration skill became even more evident to me as I began to minister in the local church. While working with church treasurers, the overall administrative responsibility always rested on my shoulders as minister. I had thought a minister was to preach, teach, and shepherd the flock. Suddenly I was confronted with business and ministry administration. I noticed this not only in the area of business and finance but also in the area of ministry management. Little or no attention was being given to the administrative side of ministry. My business background was a great help but I was not prepared for all that was expected of me. I could not help but wonder how Bible college graduates or even seminary graduates with little or no business experience were dealing with administration demands.

The second omission came in the area of expectations. I assumed one could expect at least the same level of commitment and quality in the work of the church as one would expect in the marketplace. What I discovered in many cases was the attitude, "That is good enough; it is only church work." I found it hard to believe that men and women who succeed in the business world would come into the church, receive a task, and act as if they had no idea what to do. I was always asking, "Where is the passion for excellence?" Why do not God's people take seriously the biblical truth from Colossians 3:17, "Whatever you do, whether in word or in deed, do it all in the name of the Lord Jesus?" I then began to wonder, "Who is to blame for this attitude?" This project is my pursuit to discover some answers to that question.

Statement of the Problem

As I reflect on my church experience, I realize certain business practices are seldom used in the church setting. In the business world it is common practice to have accurate financial statements that are periodically audited. The monitoring of such things as accounts payable expenditures to budgets and evaluations conducted to see that stated goals are being met is common practice in the business world. The business world is becoming more aware of terms such as benchmarking, strategic planning and goal setting. In the church these concepts are far too often ignored. A real lack of commitment to excellence results.

In the area of ministry management, many churches give little thought to their administrative structure. The traditional committee system with a hierarchy based largely upon the American government system is used without giving much thought to the impact or biblical direction. Rick Warren writes,

What do the words committees, elections, majority rule, boards, board members, parliamentary procedures, voting, and vote have in common? None of these words are found in the New Testament! We have imposed an American form of government on the church and, as a result, most churches are as bogged down in the same bureaucracy as our government.(377)

In many active, growing churches sound business practices and attention to administrative structure are not being followed for many reasons. To some it may appear too secular; a church should be spiritual, depending more upon God than business practices. To others it is simply a case of focusing on ministry and not on the organizational structure, or it is simply a matter of maintaining the status quo.

Larry Burkett states two major reasons why a church should be run in an efficient and orderly manner.

Number one, it is a more efficient way of operating any organization, church or otherwise; and number two, the church should be a witness to the community at large around it and, by being well organized, paying its bills on time, and having itself under control, it can be a much better witness. In other words, the church externally is a reflection of Jesus Christ.

The position of this study is that churches which do not pay enough attention to the areas of administration and organization will eventually find themselves in a crisis situation.

If a church is fortunate enough to have a qualified person as church treasurer and a senior pastor with some administrative skills, the problem can be hidden for some time. A church treasurer can keep good records and pay all the bills and no one will question the procedures. That may not necessarily mean the church is using good stewardship of the resources God has given it. The senior pastor, likewise, may have enough administrative skills to keep the church committees functioning; and that does not necessarily mean the church is meeting the needs of all of its people.

Other areas of administration can create even bigger problems simply because no one is appointed to watch over them. For example, few churches place anyone in charge of risk management. Risk management includes such things as proper insurance coverage, accident prevention, property protection, fire prevention, prevention of child sexual abuse, and maintenance of all property.

Unfortunately most churches seldom look at these areas until a problem arises. Then it may be too late. Richard Hammer quotes facts from two surveys that substantiate

this point. "In 1991, more than 93 million cases filed in state courts, including over twenty million civil law suits. This number was expected to double by 1996. Churches need to be aware of the legal risk as it relates to church activities." In his second reference he reported from their own survey of over 1,000 churches that few are taking preventive measures to lower risk. For example, they found fewer than 20 percent of the churches were conducting any kind of annual liability audit. They also found few churches paying close attention to employment practices and the screening of youth workers (Hammer).

What about the compensation package for the church staff? Consideration in this area is often overlooked, especially in independent churches which do not have the support of a denominational structure. A good compensation package can keep salaries equitable and fair for all employees, help control salary cost, provide tax benefits for employees, and set guidelines for raises.

Another oversight is employment law. Churches seldom think of themselves as falling under state and federal employment laws but it is one area which they often function outside of the law. Local, state, and federal agencies will not overlook an organization simply because it is a church. Fines and lawsuits are becoming more common as churches continue to violate state or federal employment laws.

Reports of child sexual abuse are increasing in churches. Members trust no one in their congregation would ever do anything like that; and in most churches this would be true. Increasingly, however, churches must protect their children from the possibility of child sexual abuse. Child sexual abuse may be the most critical legal and moral problem

facing the church today. Churches, therefore, should consider the implementation of an effective prevention program to protect both children and the church.

The Bible says in I Corinthians 14:40, "But everything should be done in a fitting and orderly way." This alone should cause us to pay close attention to these matters. An even more basic reason, however, exists for adherence to this Scripture. The contention of this study is that neglect in the area of administration will eventually result in the slowing, if not the end of growth, in the church.

Another reason effective administration is so important to a growing church is because it affects everyone in the church family. If administration is not conducted in a fitting and orderly manner, it is likely that other areas will not achieve excellence expected in today's world. God expects our best. If we do not plan and administer effectively, we will not be giving our best.

When half-hearted effort is given in this area, it may set a standard for the rest of the ministry. We live in a world that expects quality in everything. Edward Deming tried to convince American industry after World War II to emphasize quality above production. The American economy was booming at the time and everything produced was purchased. Corporate America and its CEO's were not interested in Deming's ideas. Deming took his ideas to Japan and found the Japanese executives were very interested. The rest, as they say, is history. For the past twenty years the American industrial world has been trying to catch up. Deming wrote,

The cause of the decline is that management has walked off the job of management, striving instead for dividends and good performance of the price of the company's stock. A better way to serve stockholders would be to stay in business with constant improvement of quality of product and of service, thus to decrease cost, capture markets, provide jobs, and increase dividends. (1)

Is the church in the same situation as American industry after World War II? During the past two decades growth has been stressed. The question needs to be asked, "Are we following the same path as the industrial world of years past?" If there is growth in numbers with little or no concern for quality of ministry and transformation of lives, what has the church accomplished? The focus of a church on numbers, with no concern for excellence and transformation, is shortsighted, just as American industry's focus on production, with no concern for quality, was shortsighted.

Japan discovered that a long-range focus on quality increased production. Is it possible to shift the focus in the church from numbers to quality and transformation? Japan found that quality produced quantity. Is it possible that a focus on excellence will produce numbers and, more importantly, transformed lives in the American church? The goal is to have numbers that translate to disciples and not just pew warmers. Barna found that successful church had strong views concerning the quality of their ministries.

It wasn't that the pastors of these growing churches were disinterested in pastoring a church that was growing numerically. But numerical growth, in their view, was an outgrowth of a strong ministry. Their underlying belief was that quantity is a result of quality. (60)

If the focus of the church is to shift from numbers to excellence, it must begin at the top. This means the paid staff and church leaders must be sold on the idea. This project

attempts to answer the question, “What role does the area of administration play in focusing on excellence?”

If someone in the church perceives the operation of the church as being loose and unorganized, how likely is it they will place major emphasis on their area of ministry. Compare it to walking into a messy, unorganized house. Would you be concerned about throwing something down?

On the other hand, if you walk into a house that is neat and clean, you are much more likely to pay heed to where you drape your coat or take off your shoes. Pride in one’s work is contagious. When you do an excellent job, it inspires others to do the same. If a church is well organized and orderly, then everyone will do a better job when they are selected to serve. The old cliché, “It is close enough for (you fill in the blank) work,” is just as contagious. If the word “church” is put in the blank, one can see what may happen. Little or no emphasis will be placed on excellence and all of the focus will be on numbers.

Purpose

The purpose of this project was to determine the impact a ministry of administration that is committed to quality and excellence can have on the overall ministry of the church. It examined the case of one central Kentucky church to determine the impact of moving from a committee system of operation to a ministry system of operation using the concept called “Total Quality Ministry.” The research material presented in Chapter 2 provided the foundation for the development, in Chapter 3, of the ministry system of operation based upon the Total Quality Ministry philosophy. It also examined how

effective administration can help change the focus of the entire church from quantity to quality. The following questions were examined and answered:

Research Question #1: What is the present administrative and ministerial structure in the church?

Research Question #2: What is the level of commitment to excellence by the leaders of the church, before the implementation of Total Quality Ministry?

Research Question #3: How does the business concept of total quality management relate to the church setting?

Research Question #4: Can the church be transformed from a committee system to a ministry system of operation based upon the Total Quality Ministry philosophy and can it shift the emphasis from numbers to quality and excellence?

Because Total Quality Management has come from the business world, the concepts and terms may not be readily understood by persons involved in congregational ministry who have had no previous contact with TQM. It becomes necessary, therefore, to define the business terms for application in the congregation.

Definition of Terms

Customer: TQM defines the term customer in two ways, the external customer and the internal customer.

Internal Customer: “an individual inside an organization who is the recipient of a product or service produced within the same organization” (Duncan 28).

External Customer: “ an individual outside an organization who is the recipient of a product or service produced by and organization” (Duncan28).

The business community and all of us living in a consumer society understand the meaning of customer, yet we may not have associated the term customer with the church. Quality is always centered on the customer’s expectations; for this reason it is essential that congregation understand this term. How can this best be translated into what we understand as congregational ministry?

The business community understands its customer as one who pays or might potentially pay for the product or service offered. This implies some kind of transaction taking place, such as a fee for a service or product. Other terms for naming the customer could be patron, client, purchaser, user, and so forth. For the Christian congregation, the people who partake or might potentially partake in the services offered could be considered the customer. Another term that might provide better recognition among congregations is constituent. Webster’s dictionary defines constituent as “an essential part.” A constituency is defined to be “the people involved in or served by an organization.” Both terms, customer and constituent, have relevance for congregations and are used throughout this project.

Every church has a group of people that can be called their external constituency. This group consist of, 1) anyone who may visit the church on any given Sunday, 2) anyone who may be a potential visitor, 3) neighbors to the church, 4) community groups, 5) media, and 6) anyone in the community who does not claim the church as their church.

Every church has an internal constituency as well. This group consists of those who claim this church as their own. It includes all members, all staff, all employees, and everyone who attends the church on a regular basis.

Identifying your internal and external constituency within your congregation is important. While both are extremely important, the Total Quality Ministry philosophy encourages the study and evaluation of each as a separate group. Their needs are different and must be met with this difference in mind.

Services: the definition includes much more than that of the worship service. Services provided by congregations include education classes for all ages, small group meetings, counseling, facilities for community activities and elections, preschool and/or elementary school classes, or nursery child care operations. With this idea of service, and considering all who may partake or use the services, congregations define the customer to be anyone who is in any way affected by its ministry.

Congregations traditionally may have thought of their customers as members. The new definition of customer expands beyond that of members to include visitors, friends of members, neighbors of the church, community leaders, the media, other churches, or other pastors. The expanded list of internal and external customers affected by the congregation shall be understood as the customer in this project.

Quality\Excellence: In this project we will be using the term quality and excellence interchangeably. Deming's definition of quality is "improvements of the process, which increases uniformity of output of product, reduces rework and mistakes, reduces waste of manpower, machine-time, and materials, and thus increases output with less effort"

(142.). In the for-profit community quality is measured by the customer, and quality means meeting or exceeding the customer's expectations 100 percent of the time.

The same definition may be used for quality or excellence in ministry. It means meeting or exceeding the expectations or needs of the customer in such a way as to fully satisfy him or her, and to do it in a manner without deficiencies. In this project the quality we strive for in the church goes beyond customer satisfaction to transformation. The processes of Total Quality Ministry leads to the development of the climate and environment in which transformation of lives can occur.

Benchmarking: A technique used to identify performance levels in predefined areas from company to company is called benchmarking. The technique provides an opportunity for companies to compare their own performance against other companies considered the best at the operation being examined. The benchmarking process compares methods and results of processes and practices and may be applied in both manufacturing and service industries (Duncan 15.).

In the church setting, churches are often noted for specific ministries. Some churches are good in youth ministry, some are noted for their outreach, some for worship. Benchmarking allows a church just beginning a ministry to identify another church that is noted for that ministry and to use it as a model, the standard for a successful ministry. In the church we need to break the sixth commandment; steal ideas and standards from other successful ministries. Benchmarking is a vital part of the Total Quality Ministry philosophy.

With the terms customer, services, benchmarking, and quality defined, the balance of business terms and concepts will be defined as they are discussed in the project.

Description of the Project

The purpose of this project was to determine what impact a ministry of administration has upon this case church. The project attempted to do this in four phases.

Phase one--research the present structure of the church and try to identify the level of commitment to excellence and quality by its leaders. The leaders of SACC committed verbally to excellence. I spent time researching the past decision making process within the church. I also sent out evaluation questionnaires to determine the perceived commitment to quality by the leaders and the congregation.

Phase two--introduce a ministry system of operation, based upon Total Quality Ministry principles to the congregations and engage the support of the leadership in the church. In several conversations with the senior minister I found that he also felt a need for implementing a new way of ministering. He and I had several discussions concerning this process. I then presented the ideas to my congregational reflection group for their input. Finally, I presented the plan to the church elders for their input.

The third phase--implement an administrative plan that will move the church organization from a committee system to a ministry system of operation based upon the concept of Total Quality Ministry. The concept of Total Quality Ministry is a commitment to not only doing things right but also doing the right things. This can only be done through planning, setting goals, collecting data, evaluating progress, and continually improving the process.

Phase four--develop instruments to evaluate the progress of this church as they implement a ministry system of operation based upon Total Quality Ministry principles.

The instruments used were designed to make those involved in the ministry pause and think about what they were doing. Everyone involved was asked to give input with a goal to continually improve the ministry.

Context of the Study

The case church was Southern Acres Christian Church (SACC) in Lexington, Kentucky. Southern Acres began in 1972 and has had a steady growth pattern over the past twenty-three years. The church presently averages more than 1,000 people in morning worship. In the summer of 1994, the leaders of SACC decided they needed a church business manager. I contacted the church and after several meetings and much discussion became the business administrator of SACC on February 1, 1995.

This project used SACC as a test study in implementing a system of operation based upon Total Quality Ministry principles as a basis for the administrative structure of the church.

A brief history of this church will be helpful to our project. The church was a daughter church of the great Southland Christian Church in Lexington, Kentucky. Southland provided the leadership and financial resources for the beginning of this ministry. A young man from northern Kentucky, Wally Rendel, was selected to lead the new congregation. It began by meeting in Southern Elementary school for several years. In its twenty-five years of existence this church has had only one senior pastor. Their growth pattern has been consistent throughout their history.

In 1975, the church purchased five acres of land and moved to their current location. The Harvard Drive location was then on the outskirts of the growing Lexington community. Five acres seemed like plenty of land for future growth. The 1975 building consisted of a 200 seat sanctuary, offices, and some classroom space. In 1977 and again in 1979, the church added educational space. In 1985, the leaders realized they had outgrown their present sanctuary and needed to build. The result was a 1,500 seat sanctuary with additional office facilities. The latest building project, \$1 million Family Life Center, has just been completed.

The leaders of the church feel they now have facilities that position them for additional growth. The one major concern to the leaders is the lack of parking space on the grounds. The five acres that seemed so large in 1975 seem so small now in 1998. The church has implemented a shuttling program, from a nearby school, to help solve some of their parking problem. The leaders realize this is only a temporary solution. The long-range solution is to acquire more land or to relocate the ministry.

The organizational structure of the church has developed in typical Independent Christian Church fashion. They began with one senior minister and elected deacons and elders to serve the growing congregation. They took the position that the deacons were to minister to the people on a physical level while the elders were to minister to the people on a spiritual level. The decision-making process took place in monthly meetings of a joint church board consisting of all of the elders and deacons. As the church began to grow they formed committees to carry out the work of the church. This process continued for several years. With a larger congregation came the need for additional

staff. Over the years the following staff have been added a youth minister, education minister, children's director, nursery director, music minister, minister of administration and involvement, activities minister, and four secretarial support staff.

When I arrived in early February of 1995, SACC growth was continuing. The spirit of the church was high and the leaders were excited about their vision for the future. The decision-making process had moved from a monthly joint board meeting to weekly staff meeting and monthly elder meetings. The joint church board met quarterly and consisted mostly of reporting and listening to staff and elder decisions. They would occasionally be asked to rubber stamp an elder or staff decisions. This process was proving to be a very frustrating for most of the church board.

So much time was spent on ministry that the business management and organizational structure was neglected. The ministry of this great church was threatened by this oversight. Every area of concern mentioned in this paper was going on at the beginning of 1995. While many areas needed attention, the financial area convinced the leaders they needed outside help.

The offerings were strong and the long-term debt was reasonable; yet they never seemed to be able to pay their bills. In fact, at the beginning of 1995, the finance committee believed they were about \$15,000 behind. When I came in and collected all of their accounts payable, the outstanding short-term debt was more than \$35,000. The major problem was lack of control over expenditures. Charge accounts all over Lexington were open to anyone in or outside of the church.

The financial problem was the focus of my work. I initiated specific purchasing procedures and set up an accurate accounts payable file. This great church, it was obvious to me, needed some direction in administration. The leaders made a verbal commitment to excellence but had no structure for implementing or evaluating their ministry. My goal was to develop an administrative plan that would transition the church from a committee system to a ministry system of operation based upon the Total Quality Ministry philosophy.

An Evaluation Plan

In an effort to determine the present state of the ministry at SACC I used several means for gathering data. I spent a great deal of time talking to the church staff and key leaders. I also met with and took notes at various committee meeting and board meetings. I read through the minutes of the church board for the past two years. All of this was to determine the current status of the ministry at SACC.

I also used several questionnaires and evaluation forms to determine the commitment to excellence in the church. Copies of the various evaluation forms can be found in Appendix A. The ministry system that was implemented used forms to help each ministry area within the church to evaluate their ministries. All of this was done to gather data to help improve the ministry at SACC.

A Biblical Perspective

The Apostle Paul wrote in I Corinthians 14: 40, "But everything should be done in a fitting and orderly manner." The context of this passage was in a discussion concerning

orderly worship. I do not believe it stretches the truth to say this basic principle applies to all areas of ministry. Quality and excellence are part of God's creation. One needs only to look around to see his commitment to excellence. The entire universe operates on a quality principle. Only in the fall of man does sin enter into the world, and not only do we see man becoming flawed, but all of the universe suffers because of that fall. Paul's words in Romans 8: 18-27 demonstrate this fact. "For the creation was subject to frustration." "We know that the whole creation has been groaning as in the pains of childbirth right up to the present time." God's creation was intended to be a creation of excellence and quality with no flaws. Sin changed all of that. Someday man and creation will be restored to what God intended. Until then we must deal with the fallen nature of man, creation, and, by implication, the church.

From Genesis to Revelation, the call from God is one to quality and excellence. In creation God's own evaluation of his work was always "It is good." Adam and Eve were given the task before the fall of caring for the garden. God expected quality work from them. Noah was given specific details on how to build the ark. God expected Noah's best effort in order for his creation to be saved.

Moses was given a ministry to perform that required not only total commitment, but willingness to learn and adjust to changing conditions. This is demonstrated by the visit from Jethro, Moses' father-in-law. In Exodus 18:17-18 Jethro said, "What you are doing is not good. You and these people who come to you will only wear yourselves out. The work is too heavy for you; you cannot handle it alone." He went on to advise him on

how to free God's people to do the work of the ministry. God expects quality and organization from those he selects to lead, as well as from the people who are to follow.

Throughout the Old Testament God called his people to lives of quality and excellence. Even the sacrificial system is about a call to quality in lifestyle. Whenever sin enters in, there must be a way of restoring God's creation to what it was intended to be, a creation of quality and excellence.

In the New Testament, God provided the ultimate solution to the fall of man. He sent his son to pay the price through the shedding of his blood on Calvary's cross. This act of redemption is to restore man to what God intended. God intends man to live a life of quality and excellence. The entire theological process of sanctification is about becoming more Christ-like one day at a time. God set us a part to be more like him and to live lives of quality and excellence.

The epistle writers picked up on this concept as they call us to lifestyles of quality. Paul wrote in Romans 14:12, "So then each of us will give an account of himself to God." I take this to mean that God will examine the quality of our lives. Not for the purpose of salvation, "for we are saved by grace and not by works," but for the purpose of heavenly rewards, based upon the deeds we perform in this body. Paul wrote to the Ephesians, "because you know that the Lord will reward everyone for whatever good he does" (Ephesians 6:8), to demonstrate God rewards quality and excellence.

As Christians we are expected to give our best to the work of the Lord. "Let the word of Christ dwell in you richly as you teach and admonish one another with all wisdom, and as you sing psalms, hymns, and spiritual songs with gratitude in your hearts

to God. And whatever you do, whether in word or in deed, do it all in the name of the Lord Jesus" (Colossians 3:16-17). The Bible makes it clear, God expects our best.

God also calls his people to ministry. Paul says, "For it is by grace you have been saved, through faith--and this not from yourselves, it is the gift of God--not by works, so that no one can boast. For we are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do" (Ephesians 2:8-10). If every Christian would catch the vision that God has prepared in advance work for him to do, what a difference we could make. We would no longer be called a sleeping giant. Elton Trueblood said, "If the average church should suddenly take seriously the notion that every lay member--man or woman--is really a minister of Christ, we could have something like a revolution in a very short time" (Build The Dream Team 1).

Throughout the New Testament the analogy of the church being a body is repeated time and again. The church was never intended to be an organization or a structure. The church is a living organism. As an organism, it grows and changes. This can be difficult for people who do not like change. If the body of Christ is to be all God intends it to be, Christians must identify their spiritual gifts, find their place in the body, and commit to ministry of quality and excellence.

One of the theological problems in the church is that ministry is being done far too often from the top down. The paid staff is doing the ministry and the people are simply watching ministry being done. At best, they become aids or helpers in the paid staff's

ministry. God calls everyone in the church to minister based upon his spiritual gift and his desire. The psalmist wrote, “May he give you the desire of your heart and make all your plans succeed” (Psalms 20:4). God wants us to be happy and to succeed in ministry.

God intends for his ministry to be carried out by his people. All of his people and not just the select few called clergy. Whenever God’s ministry is carried out by the clergy it becomes ministry from the top down. Whenever God’s ministry is carried out by his people, it becomes ministry from the bottom up. This threatens many in the clergy today. In God’s church there will always be a role for strong leadership to set the direction and cast the vision for the future. Ministry from the bottom up, however, has always been God’s plan and will be the ministry that will survive and thrive in the twenty-first century.

Delimitations and Generalizability

This study is obviously limited in scope. Accurate conclusions for all churches, therefore, will not be provided. This study should offer insight into the impact the ministry of an administration committed to excellence and quality can have on a growing church. It should also provide enough information to point out the need for an effective administrative plan. More research in this area is still needed, research which may give credibility to the perimeter this study suggests.

Overview of Dissertation

Chapter 2 reviews the literature and provides the foundation on which this study is based. It examines the literature of Edward Deming and Total Quality Management. Then church growth literature as a foundation for an entire ministry working together toward a common goal is discussed. Several churches that are benchmarks for a ministry

system of operation are reviewed. Finally, the chapter concludes with a discourse about administration literature and how it has affected church growth in recent years.

Chapter 3 begins with an explanation of the Total Quality Ministry philosophy. A ministry system of operation and the procedure for its implementation is presented. In Chapter 4 the results of the implementation of a ministry system of operation based upon Total Quality Ministry principles at SACC are reported. Chapter 5 concludes the dissertation with a summary of findings and how this project will be used in the future.

CHAPTER 2

Review of the Literature

Administration and the Church

The twenty-first century church will be part of a very competitive world. People expect better quality in everything they purchase and use. The church is not exempt from this level of expectation. Marginal performance is no longer acceptable.

The key to quality in the church begins with management. Paul wrote in I Corinthians 14:40, "But everything should be done in a fitting and orderly way." While this was written as instruction for worship, the implications for other areas of ministry are obvious. Excellence in ministry is the responsibility of everyone in the church and must begin with a commitment from leadership if it is to have impact on the whole church.

In the past, the minister or pastor has been expected to assume the role of chief administrative officer of the church. The problem is the pastor is seldom the most qualified in the church to carry out this responsibility. Seldom has a minister been trained for this task. Certainly ministers do not receive sufficient administrative training in the seminary.

More churches are relieving their pastors of this role and allowing them to concentrate on the areas of ministry for which they were trained and for which God has gifted them. Churches are turning to the professional church administrator. Does Scripture allow for this?

Administration in Scripture

Paul tells us that God provides special gifts which enable the church to function as he intended (I Cor. 12; Rom. 12; and Eph. 4). The actual number of gifts recorded in these passages is about twenty. The list includes prophecy, teaching, serving, exhorting, giving, compassion, healing, working of miracles, tongues, interpretation of tongues, wisdom, knowledge, faith, discernment, apostleship, evangelism, shepherding, and administration.

The last gift in this list, administration, is particularly important to this study. Administration is from the word kubernetes which is the noun form of kubernao. Kubernao literally means “to steer a ship” and is used three times in the New Testament and four times in the Septuagint (Beyer 1035-37).

Paul’s teaching states that spiritual gifts are for promoting unity in the body of Christ (I Cor. 12:12-26), to stimulate growth, and to equip believers for works of service (Eph. 4:12-16) (Ryrie195). The Bible never provides us with a how-to book of administration, but, it establishes a theological foundation for the church and its ministry. On this foundation the superstructure of church administration can be built.

God has always called men and women to perform specific tasks in his kingdom. Moses’ utilization of selected leaders demonstrated this clearly. After crossing the Red Sea, it became apparent that Moses could no longer handle the amount of work necessary to care for such a large group of people (Ex. 18: 13-26). Moses’ father-in-law was a wise

man and his advice to divide the work among the people saved Moses' ministry. Many pastors would do well to listen to such advice.

In his book Nehemiah, Cyril Barber (1976) points out that the effective leadership of the prophet allowed him to administer a massive project and empower God's people to carry out his plan. Barber says, "Nehemiah began with a chaotic situation. As the work went forward, he took inventory of their progress. He kept in close touch with the different groups. Evidence of his continued ability to motivate the builders may be seen in the fact that the people had a mind to work." He then adds, "In the final analysis, a leader must lead by example" (185). The complexity and size of many ministries today require the same type of administrative skills.

The New Testament points out the importance of this principle. In Acts 6, the apostles recognized their ministry was threatened if they did not delegate responsibilities. They needed to spend time in prayer and teaching the word.

Is this not still an important part of a pastor's role today? So why do so many spend so much time in administration and management? It has been estimated that these activities can consume as much as half of a pastor's time (Lindergren 15).

Scripture also makes it clear that quality is important. Paul instructs Christians everywhere, "And whatever you do, whether in word or in deed, do it all in the name of the Lord Jesus" (Colossians 3:17). To give our best in every aspect of ministry is the call to every Christian.

The Bible teaches that the body of Christ is made up of many parts with each having

try to administer a church where the size and complexity of the ministry have outgrown their gifts.

Several theological implications may be derived from this material concerning church administration. Foremost is the need to see the church as a unique institution. This uniqueness may be seen in several differences between the church and secular institutions. One such difference is that the church is made up of people who have been transformed and given new natures which makes them different from people of any worldly organization. Another distinction between church and secular organizations may be found in their missions and origins. Only the church possesses a mission and origin which originates in divine decrees. All other institutions were created by man. Only the church has its mission and origin in God. Finally, the church has a special relationship with its leader. The Bible says Jesus is the head of the church and as the head we are to be his servants. No other organization has such a relationship.

The church is also unique in that it is to be united through the relationship of Christ and His people, while allowing for diversity through the special gifts and abilities given to us by Christ. The work of the church is enhanced by the diversity of the gifts. The ministry of administration demonstrates this as well as any area of ministry. Any effective church administration must allow for this unity and diversity.

The final area of uniqueness is in the fact that the church is a living organism, it is changing and growing. The church can and must meet the challenges of a changing world. The New Testament church was very pragmatic in its administration. Christianity brought many changes into the world and the church was able to meet every challenge and

to adapt to the changing world. The same can be said for an ever-changing world today. The church must remain a living and changing organism as we meet the challenges of the twenty-first century.

Michael Rothschild wrote, "Language is the source of culture, including corporate culture. Language shapes mindset" (19-20). He points out that modern day industry has developed a language that relates the company to a machine. Phrases such as "overhaul the division," "fine-tune the company," "tighten controls," "pump up sales," and "shift gears," are examples of developing a mindset.

The biblical concept of the church is one of a living organism, not a well-oiled machine. To think of the body as being in constant change is easy for one to see, but it is more difficult to see how a machine can always be changing. The church needs to get back to using biblical terms and concepts.

Administration and the World

Can the church learn from the secular world? This seems to be a difficult concept for many in the faith to grasp. James G. Emerson writes, "To many it is obvious that the church has much to learn. Yet a combination of emotional, political, and theological factors have made it impossible for the church to learn administration from the secular world" (51). Why does the person of faith struggle with this concept?

All truth is God's truth. In other words, if something is accurate and effective then it is from God. In fact, the argument can be made that where the secular world has developed principles that are effective and useful, it is often because they have been learned from God.

Today's society has increased its expectations of what it wants and needs. No longer will a half-hearted effort be acceptable when a first-rate effort is available. The church must understand and accept this truth. For too long the church has been excused if it was not administered well. In the business world lack of excellence will result in failure to succeed and the business will no longer exist. "The very fact that business has to pay attention to the way people relate in order to achieve ends, makes business a first place to see what the church can learn about its own structure and its own order" (Emerson 52).

The church must recognize, in fact, that dialogue between it and the world is theological and not just technical. A great deal of information can be shared and benefit both groups.

At the end of World War II, Japan was in disarray. Defeated in war, they had only a small economic base with which to support their country. At the same time America was thriving from the success of the war and the anticipation of a bright future.

Into this environment came W. Edward Deming with a new philosophy for doing business. He first took his philosophy to American industry where he received a cold reception to his ideas. Americans were more interested in producing as many goods as possible as fast as possible rather than in quality.

Deming then took his ideas to Japan. There they embraced his concept of Total Quality Management (TQM) and began the process of building the Japanese economy into one of the most successful the world has ever known..

In the 1950s, “Made in Japan” meant cheap quality. Today, it means excellence and durability. Deming’s TQM program is what made the difference. Now many American companies embrace TQM in an effort to catch up with the Japanese.

The concept of TQM can be summed up by studying Deming’s fourteen points for management found in his book, Out of Crisis.

1. Create constancy of purpose toward improvement of product and service, with the aim to become competitive, to stay in business, and to provide jobs.
2. Adopt the new philosophy. We are in a new economic age. Western management must awaken to the challenge, must learn their responsibilities, and take on leadership for change.
3. Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.
4. End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move toward a single supplier for any one item on a long-term relationship of loyalty and trust.
5. Improve constantly and forever the system of production and service; improve quality and productivity, and thus constantly decrease cost.
6. Institute training on the job.
7. Institute leadership. The aim of supervision should be to help people and machines and gadgets to do a better job. Supervision of management is in need of overhaul, as well as supervision of production workers.
8. Drive out fear so that everyone may work effectively for the company.
9. Break down barriers between departments. People in research, design, sales, and production must work as a team to foresee problems with the product or service.
10. Eliminate slogans, exhortations, and targets asking for zero defects and new levels of productivity. Such exhortations only create adversarial relationships,

as the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the work force.

11. a. Eliminate work standards (quotas) on the factory floor. Substitute leadership.
- b. Eliminate management by objective. Eliminate management by numbers. Substitute leadership.
12. a. Remove barriers that rob the hourly workers of their right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality.
- b. Remove barriers that rob people in management and in engineering of their right to pride of workmanship.
13. Institute a vigorous program of education and self improvement.
14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job (22-23).

Deming claims, "The 14 points apply anywhere, to small organizations as well as large ones, to the service industry as well as to manufacturing" (23). If this is true, can this theory apply to the ministry, and if so, how? Walt Kallestad and Steve Schey demonstrate how the Deming principles may be adapted to the church setting. They developed seven points, based on Deming's fourteen points, by using the acronym "Q-U-A-L-I-T-Y." The seven points are:

1. Quick Responsiveness to Needs: The focus placed upon the customer\constituent: Identifying who she or he is, determining needs, and meeting those needs and expectations.
2. Unity of Purpose: The focus and direction of the organization in relationship to God's purposes that revealed in the congregation's mission and vision and the planning that results.
3. Anticipation and Expectation: The planning processes that by design will meet or exceed the expectations of the customer and will provide feedback for continuous improvements.

4. Leadership Development: The importance of the commitment and drive of leadership of the congregation in implementing the total quality ministry processes.
5. Investigating Results: Statistical thinking that seeks to measure by valid and accurate means the important parameters of a process, for use in the decision-making process.
6. Training, Education and Development: The importance of gaining employee\ volunteer involvement in the process so that each sees his or her role in the overall quality of ministry and the importance of the staff and volunteers in the overall quality process.
7. Yield in Transformation of Lives: The “bottom line” for your ministry. Life transformation is the work of the Holy Spirit, and Christian congregations are called to be involved by Jesus’ command to, “Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and the Holy Spirit, and teaching them to obey everything that I have commanded you” (Matthew 28: 19-20).(11)

These seven points were implemented at the Community Church of Joy, Glendale, Arizona. The Total Quality Ministry philosophy set forth in this paper will be built first upon Deming’s fourteen points, and second upon Kallestand and Schey’s seven points. Chapter 3 sets forth the Total Quality Ministry philosophy of this work.

Administration in Church Growth

In order to understand the current situation in our churches, one needs to investigate church growth literature as it relates to the area of administration and leadership. While most churches in America are either stagnant or in decline (Barna 1), examples of successful churches are scattered throughout the country. What makes them successful? Why are more churches not successful? What role does a well-organized administration play in the success or failure of churches? How many

successful churches are using all or at least parts of the Total Quality Ministry philosophy?

To answer some of these questions one must examine the literature concerning common characteristics of successful churches. This study attempts to consolidate the following research into the Total Quality Ministry philosophy.

I. Peter Wagner's research discovered seven "vital signs" of a healthy church.

- 1) A pastor who is a possibility thinker and whose dynamic leadership has been used to catalyze the entire church into action for growth;
- 2) A well-mobilized laity which has discovered, developed, and is using all the spiritual gifts for growth;
- 3) A church big enough to provide the range of services that meet the needs and expectations of its members;
- 4) The proper balance of the dynamic relationship between celebration, congregation, and cell;
- 5) A membership drawn primarily from one homogeneous unit;
- 6) Evangelistic methods that have proved to make disciples;
- 7) A church that has its priorities arranged in biblical order. (34-39)

II. Lyle Schaller adds his own list of characteristics to the study of growing churches.

- 1) A church must have a strong emphasis on biblical preaching.
- 2) A church must have a strong emphasis on evangelism which finds expression in lay persons who have a faith to share, concern for people outside of the church, and a willingness to help others make a response to the challenge of the Christian gospel;
- 3) The church helps new people move from being a part of the membership circle to being part of the fellowship circle;
- 4) The church provides opportunities for people to express their commitment to Jesus Christ as Lord and Savior through the church;

- 5) A church that develops leadership from new converts and does not rely on raising its own members;
- 6) The church, in addition to its traditional ministries, has one or more specialties in ministry;
- 7) A minister who likes people, is concerned about and responsive to their spiritual needs, and is happy in pastoral work. (7-8)

III. George Hunter discovered six characteristics.

- 1) Churches grow as they identify and reach receptive people;
- 2) Churches grow as they reach out across the social networks of the credible believers, especially their newest Christians;
- 3) Churches grow as they multiply units of various kinds as recruiting groups and ports of entry for new persons;
- 4) Churches grow as they minister to the felt needs of undisciplined people;
- 5) Churches grow as they develop culturally indigenous ministries for the people they intend to reach;
- 6) Churches grow from planning for the future.(34-36)

IV. Kennon L. Callahan points out that churches need pastors as leaders and not enablers. Callahan believes that growing churches offer effective evangelism programs which involve the entire congregation. Finally, he adds that growing churches are always in a state of reviewing and evaluating every aspect of the ministry (41).

V. Robert Schuller believes that the key to a successful ministry is dynamic leadership. He declares that, "There is no substitute for dynamic, aggressive, inspiring leadership. Great success is the result of great leadership" (131).

Obviously, many of these characteristics overlap. For the purpose of this study, three major points that surface in everyone's list were used. They are:

- 1) All growing churches place a high priority on the development of leadership.

Leadership becomes the foundation on which these churches thrive.

- 2) All growing churches commit to meeting the needs of the people they serve.

Especially committed are these churches to meeting needs that transform people into followers of Christ.

- 3) All growing churches commit to the concept of excellence in every aspect of their ministry. Willingness to evaluate and adjust in order to remain relevant to the people they serve is evident in these churches.

The Total Quality Ministry philosophy presented in this paper is based upon the three characteristics as stated above.

The emphasis placed upon leadership in all of church growth literature cannot be ignored. The one common theme which runs throughout contemporary church growth literature is an emphasis on leadership. Leadership exists in all organizations, but not all leadership is positive or beneficial to that organization. Joe R. Stacker identifies five leadership styles that exist in organizations:

- 1) The martyr complains about what his\her congregation has done to him\her and manipulates every situation to inflict pain upon himself\herself to win sympathy from the people.
- 2) The joker enjoys himself\herself and seeks to promote an atmosphere in which everyone will be comfortable.
- 3) The hermit is always busy but can never be found when needed.
- 4) The dictator is not willing to listen to the comments or ideas of others.

- 5) The player-coach is “willing to lead and learn at the same time.” He\She is a fellow pilgrim who walks through the process of life with his\her congregation. (17)

In addition, Douglas McGregor presents a theory of leadership based upon two major assumptions. He classes them Theory X and Theory Y. He holds that a person's assumptions determines how he or she leads people. Theory X leaders assume that the average human being dislikes work and will avoid it at all cost. Theory Y leaders assume that work is as natural to people as play; and people desire to work hard, to achieve, feel competent, and contribute to the organization's goal and purpose (45-57).

The Total Quality Ministry leader in the context of this paper is a player-coach and has a Theory Y philosophy of leadership, as described above.

Alvin J. Lindgren and Norman Shawchuck identified five basic management theories which organizations may use in the purest sense or by blending them and using portions from each.

First is the Traditional Theory, which preserves traditions and gives primary significance even to historical distinctions even though they may occur intentionally. Decision-making maintains the status quo. People seem to have little insight or motivation to determine any creative change in the way things are done.

Second is the Charismatic Theory. This management theory offers little organizational structure. A strong natural leader responds to a need. His or her dynamic capacity to serve that need draws a following from those who identify with the goals and challenges he or she issues. The only organizational structure is that employed to carry out and achieve the aims of the leader.

Third is the Classical Theory. This theory of management is employed by those who visualize the value of a well-oiled administrative machine. The organizational structure is like a pyramid with the highest control and authority coming from the person or group on the top.

Fourth is the Human Relations Theory. The pivotal focus of the human relations theory of management comes from the concern of the small group goal and personal growth. Sometimes it is viewed as people without organization.

The final theory is the System Theory. Under this theory of management the organization attempts to identify the primary purpose for which it exists and how it relates to the environment where it functions. The systems theory emphasizes that an organization is composed of many interrelated and interdependent parts. All the parts contribute to the ultimate purpose for which the organization exists. Mankind is highly respected and valued, while the goals of the organization retain importance (26-27).

The Total Quality Ministry philosophy relies heavily upon the System Theory of management.

To study and understand the theories is important, but it is even more important to understand what is working in the real world. Donald Gerig writes,

After twenty-two years of pastors' conferences, I have heard my share of formulas for church growth, revival, and renewal. I have done the pastoral drool while listening to stories of skyrocketing attendance. We, too, as other pastors, have been hoping to find the key to growth. But the only church growth I have ever experienced was the plodding, gradual growth that no one writes books about. (40)

Then suddenly his church began to grow and he was not exactly sure why. They had added no new programs or done anything of significant difference. Finally, after careful analysis he decided that what attracted people more than anything else was what he called their “climate.” He then gave several components of a healthy climate that can be found in all growing churches regardless of their programs.

1. A positive atmosphere: Simply stated, this is an emphasis on what God can do and not on what the church cannot do; to avoid looking for something wrong. This sets the stage for a healthy climate.
2. Trust: The burden in creating trust lies with the one wanting to be trusted. You cannot demand trust, you must earn it. Trust only exists when people are trustworthy.
3. Excellence: The goal must always be to do one’s best in every aspect of ministry. This emphasis on excellence is nothing more than being consistent with the glory of God. God deserves our very best no matter what the task may be. There are no unimportant tasks in the ministry of God.
4. Oriented to outreach: Many churches create an atmosphere of anti-growth without even knowing it by allowing their efforts, programs, and resources to be used predominantly for those who are already in the church. The mentality of a growing church is continually one of outreach. As soon as a church begins to plan for others, it creates an atmosphere of growth. There must be a climate of genuine concern for those outside of the church if growth is to happen.
5. Flexibility: The willingness to experiment, to innovate, and even to fail, are all part of flexibility. This cannot be programmed or demanded, but it can be molded by key leaders within the church. When this concept is adopted by the church, it allows for sensitivity to the changing culture around us which is essential to effective ministry and church growth.
6. A serving spirit: In many ways, a serving spirit is a summary of a healthy climate. It takes a constant effort to serve rather than be served. The idea of serving others goes against everything the world is teaching. But in serving we are most Christ like. (41)

serving others goes against everything the world is teaching. But in serving we are most Christ like. (41)

The Total Quality Ministry philosophy must have the right climate to be successful.

Building the right climate within the organization is vital to its success. Lasting growth only comes with a long-term commitment to the Total Quality Ministry principles. One can not commit to Total Quality Ministry for just short-term results.

The above section concerning church growth principles as well as practical application of these principles is helpful and should be studied. Several common factors run throughout all of the material. Many of the same factors are found in the Total Quality Ministry philosophy.

The contention of this paper is that all successful churches are using all or at least portions of this philosophy either intentionally or unintentionally. Many of the fourteen points presented by Deming and/or the seven points presented by Kallestad and Schey can be used to improve and even revolutionize the ministry of the church. In Chapter 3 this paper develops its own list of principles based upon the above material.

The organization or administration of the church has for too long been one of reaction rather than intentional planned action. The church needs to emphasize excellence and quality if it intends to keep up with the demands of the twenty-first century. The concept of TQM that has changed so many industries across the world, therefore, needs to be examined to determine how it might also change church ministry.

Roger Kaufman and Atsusi Hirumi point out, "As typically practiced, Total Quality

Management concentrates on doing things right. Doing things right doesn't necessarily mean we are doing the right things, however." They go on to declare, "A satisfied customer is not enough; a continuously healthy, safe and well served customer is better. To create this, we must be creative, innovative, practical, and open to change" (33-34). So the church must become more aware of the effects of its ministry, not just focus on how many people worshipped on Sunday but how many people were transformed as a result of this ministry.

The first place to begin is the language used within the body. Often there seems to be a fear of using ideas or theories from the secular business world. In reality, however, much of the language presently used in church organization comes from our modern society. The use of committees, voting, and the organizational structure of joint boards consisting of deacons and elders and the ministerial staff, sound a great deal like the American governmental system rather than the New Testament church.

Many in the church are like the high-ranking executive in one major corporation who confided to consultant Michael Cook. "I'm totally supportive of our quality programs as long as they don't disturb things around here" (Rothschild 20). Church members will listen and say "amen" to statements concerning excellence in the ministry as long as it does not disrupt things. In many churches it is time for things to be disrupted and returned to some basic biblical concepts.

The local church may experience pressure when it tries to maintain the administrative details of an effective ministry. Requirements such as running an efficient office, sustaining public relations, maintaining proprieties, reviewing budgets, and

seem to have little relation to its mission. Yet these very activities are often the prelude to ministry. Tension arises when a pastor feels the need for administrative detail while also sensing a demand for the congregation's forms of ministry. This underscores the importance of the pastor and church uniting to assume administrative responsibility. It also lays the groundwork for the possibility of using Total Quality Ministry in the church.

Administration and its Practical Application

Several good sources deal with the practical application of administration. While theoretical discussion helps, it only has real meaning when theory is practically applied. One of the most practical sources for church administration comes from Bruce Powers who wrote Church Administration Hand Book (1985). It provides practical applications in the areas of personnel, office, financial procedures, planning and budgets, facilities, staff relations, and legal matters. The major benefit of this book is as a source of quick reference. Whatever administrative matter confronted this book provides excellent and accurate information.

Another helpful book in the area of taxes and finance as they relate to churches is Church and Nonprofit Organization Tax and Financial Guide by Daniel B. Busby. Due to lack of understanding by the pastor or the church ruling body, many churches do not comply with local, state, and federal regulations on the filing of required reports. This book can help provide accurate information in the area of taxes and financial help to church organizations. For any administrator who is serious about excellence this book is a must.

The best source of information about church administration is an organization called the National Association of Church Business Administration (NACBA). NACBA provides information on any subject or topic that relates to church administration. It is becoming more evident that professional church administration is a valuable asset to the continued success of the church as it enters the twenty-first century.

The NACBA has an intensive certification program that is valuable to any church administrator. I went to Union Theological Seminary in Richmond, Virginia, for my certification program, which consisted of two seminars. Each seminar had fifty-four hours of class time and provided valuable information in the development of this project.

Ministry Systems

Another goal of this project is to develop and implement a ministry system of operation. The Willow Creek Church in Chicago, Illinois, Frazier Memorial United Methodist Church in Montgomery, Alabama, and The Saddleback Valley Community Church in Orange County, California, are actively involved in ministry systems and are used as benchmarks for this study and offer valuable information to the development of this project.

The Willow Creek Church in Chicago is a perfect example of a ministry system. They have developed a program called "Network" (Bugbee 1989). It is designed to organize the church into ministry teams. They do an excellent job of taking people through a training course, teaching the biblical concept of spiritual gifts and the use of those gifts. They use a three-step approach to involve people in ministry.

First, one must go through an eight-week training course, which is designed to teach the biblical concept of spiritual gifts and their use in the church body. When the course is complete each participant better understands the purpose of spiritual gifts and what is his or hers.

The second step is to have participants meet with a trained counselor. The counselor helps them identify not only their gifts, but how they may use them in the ministry at Willow Creek. When they leave the counselor's office they will have identified several areas of ministry in which they should be involved.

The third step is to meet with the leader of the ministry area in which you have gifts. The purpose of this meeting is to actually get involved in the ministry and the ministry leader assigns task.

The training program at Willow Creek is intense and ministry directed. Their goal is to involve as many people as possible in areas in which they are gifted and desire to serve. Their program takes time and commitment on the part of everyone concerned. The Network material consists of an instruction video, training tapes, training notebook, and a ministry description manual.

Frazier Memorial United Methodist uses a little different approach. They carefully select their team leaders based upon spiritual gifts and passions. They then turn to their congregation for volunteers to fill the work of the ministry. They publish a listing with a description of every task to be performed within their ministry. The entire congregation is given the opportunity to volunteer to serve in the ministry of their choice. They spend time identifying and writing descriptions of their ministry opportunities.

The climate of the church encourages ministry involvement by everyone. The church is known for its lay involvement. The senior pastor, John Ed Mathison, has written a small book entitled Every Member in Ministry that explains their approach.

Saddleback Valley Community Church was begun by Rick Warren and has grown rapidly into one of the largest churches in the United States. His book, The Purpose Driven Church, offers more practical information concerning the development of ministry involvement than any book I ever read. His tape series, entitled “Simple Structure”, lays out their approach to church structure. Their goal is the same as most growing evangelical churches and that is every member is to be a minister. They just do a better job of spelling out exactly how they want to accomplish this goal. Warren believes that the church is built upon four pillars of lay ministry.

Pillar One: Every believer is a minister. They teach that every Christian is created for ministry, saved for ministry, called into ministry, gifted for ministry, authorized for ministry, commanded to minister, to be prepared for ministry, needed for ministry, accountable for ministry, and will be rewarded according to his or her ministry.

Pillar Two: Every ministry is important. There are no little people in the body of Christ and no insignificant ministries. All ministries are important.

Pillar Three: We depend upon each other. Warren points out, “Our culture’s preoccupation with individualism and independence must be replaced with the biblical concept of interdependence and mutuality.”

Pillar Four: Ministry is the expression of my SHAPE. Shape is the acronym that Saddleback developed to determine how God intends to use you in ministry. Shape stands for, Spiritual gifts, Heart, Abilities, Personality, and Experiences. In looking at each of these factors, one can determine how to be used in the body of Christ. “God has been molding and shaping you for ministry since you were born. In fact, God began shaping you before you were born (368 - 370).

Saddleback’s approach to ministry is to streamline the structure to maximize ministry and minimize maintenance. Their goal is to move people out of meetings where they talk about doing ministry and into positions where they are out doing ministry. The staff meets and plans ministry. The people do the ministry.

The ministry system of operation that is presented in Chapter 3 is a combination of thoughts and ideas from these three churches. The ministry system presented is developed around the climate and context of the Southern Acres Christian Church.

Summary of the Literature

To summarize the literature studied for this project can be divided into three major sections. First, the literature concerning the Total Quality Management philosophy provided the basis for this project. The impact TQM exerted on the industrial world is what caused me to consider how it may impact the church ministry. Second, literature from church growth experts helped set the stage for this study. As I studied this literature I was impressed with the common traits that I saw running through it. As I mentioned earlier, three common traits were that directly affected this study.

- 1) All growing churches place a high priority on the development of leadership.
Leadership becomes the foundation on which these churches thrive.
- 2) All growing churches commit to meeting the needs of the people they serve.
Especially committed are these churches to meeting needs that transform people into followers of Christ.
- 3) All growing churches commit to the concept of excellence in every aspect of their ministry. Willingness to evaluate and adjust in order to remain relevant to the people they serve is evident in these churches.

The final section of literature that played a major part in this study was the literature on church administration. Throughout this literature I not only learned specifics about administration but, more important to this study, I learned they too emphasize on doing the right things and doing them right. Literature helped shape this study and develop the principles upon which our Total Quality Ministry is based.

This project had two objectives. One was to present a new philosophy for doing ministry. Kallestad and Schey say, "Total Quality Ministry is not a church program, it is a way of programming the church" (122). In this project a new way of thinking and evaluating, in order to promote improvement in the work of ministry was presented. The second objective was to transition SACC from a committee system to a ministry system of operation that involves the people of the church in doing ministry.

In Chapter 3, Total Quality Ministry, the foundation of this project is first presented as a philosophy of ministry. Then the chapter concludes with the implementation of this

philosophy through a ministry system of operation into our case church, Southern Acres Christian Church.

CHAPTER 3

Design of the Study

Total Quality Management is a process for achieving excellence within an organization. TQM has its basis in the understanding that quality or excellence is measured by the customer and that quality or excellence means meeting or exceeding the customer's expectations 100 percent of the time. With this understanding of these terms, the Total Quality Management philosophy processes employ organizational principles and resources to meet this quality goal.

Total Quality Management, which is the foundation thought for this study, has been discussed in the business world for many years. Leaders in the quality revolution include W. Edward Deming, Philip Crosby, Joseph Juran, Tom Peters, Stephen Covey, and others. Over the last fifteen years, the ideas and processes developed by these individuals have been refined into several key principles that are known and taught as Total Quality Management. This project develops the translation of those processes into the Christian church.

Hypotheses

If the area of church administration and organization is neglected, every growing church will enter a stage of crisis that can affect the future of the church. If growing churches pay attention to church administration and organization early in their growth pattern, not only can the crisis be avoided, but the ministry will develop an attitude of excellence. As the twenty-first century approaches, churches committed to excellence

and quality will be the churches that survive and thrive. This commitment must be in the form of a planned and intentional effort; it will not just happen.

A Look At Total Quality Ministry

The philosophy of Total Quality Ministry is based upon six major principles. Since all six principles are important to the success of this philosophy there will be no attempt to place them in order of importance. An order of implementation, however, will be attempted keeping in mind that many overlap and are equal in importance. The six principles are listed below:

- I. There must be a clear and concise purpose statement.** The focus and direction of the organization in relationship to God's purpose for the church, must be clearly stated in terms in which everyone can identify.
- II. There must be the development of leadership that is committed to excellence.** The success or failure of this philosophy depends upon the commitment of the leadership team of the church. They must be totally sold on the philosophy.
- III. There must be a shift from numbers to building excellence into every program in the church.** The goals of the church must center around excellence in every area of ministry rather than the numbers of the ministry. Numbers must be only one of many indications of effectiveness.
- IV. There must be a commitment to ongoing training in the concepts of team building and continual improvement.** It is not enough to give lip service to excellence. It must be evaluated and improved each and every day. Everyone involved in the ministry must receive support and training in order to continually improve their ministry.
- V. There must be a process of evaluating the progress of the ministry.** Total Quality Ministry depends upon having the right data in order to make the right decision as the ministry is evaluated and improved.
- VI. There must be transformation of lives in order for the ministry to be a success.** The number of people attending a church matters not if lives are not being transformed. The bottom line for the business world is profit and loss.

The bottom line for the church is transformed lives. Total Quality Ministry must result in transformed lives or it is just another church program.

This study is based upon these six principles. It does not imply an order of priority or importance. Rather, each principle is important as it adds to the whole. The final principle, however, does indeed carry the greatest importance as it is understood to be the reason for congregational existence.

This study is not about the continuous improvement of lives as though we could by some might of our own make ourselves more acceptable to God. The processes of Total Quality Ministry consider the continuous improvement in the way congregations do their ministry. This excellence and quality in ministry lead to repeat customers and creates a climate and environment for the work of the Holy Spirit in the lives of people.

The neglect of the ministry of church business administration can bring a growing church to a crisis stage and even stop its growth. The purpose of this study is to set forth a philosophy of ministry that will commit the church to quality and excellence and thereby allow the church to continue to grow and improve. The world economy demands quality in products and service. The church must also understand this demand if they want to compete in the twenty-first century. The business world knows they no longer can get by with not meeting the consumer's expectations. They cannot even compete if they just meet expectations. We live in a world in which expectation levels must be surpassed if we hope to compete. The church must recognize this same principle. This emphasis upon excellence must begin at the foundation of the church, which includes the orderly organization of all ministry. If the area of administration is neglected it will impact

everyone's attitude about quality and excellence. To just ask people to give their best is not enough. They must also know how to do what is expected of them.

Quality is God's standard of measurement. When God made the heavens and the earth only 100 percent quality was good enough. Paul wrote in Romans 1:20, "For since the creation of the world God's invisible qualities—his eternal power and divine nature—have been clearly seen, being understood from what has been made, so that men are without excuse." God can be seen in the quality of his creation.

Even today, if we accept 99.9 percent as being good enough, consider these results:

- Twenty-two thousand checks would be deducted from the wrong bank account in the next hour;
- One thousand three hundred fourteen phone calls would be misplaced in the next minute;
- Twelve new born babies would be sent home with the wrong parents;
- Two large passenger planes would crash at an international airport everyday;
- Twenty-thousand prescription medications would be incorrectly written this year;
- Eighteen thousand three hundred twenty-two pieces of mail would be mishandled in the next 60 seconds;
- Three hundred fifteen entries in Webster's Third New International Dictionary would be misspelled.(Kallestad and Schey 13)

As one can see, quality can never be compromised in any area of life, especially ministry. Jesus often spoke of the importance of 100 percent quality. In one parable, Jesus left the 99 percent of the flock to find the 1 per cent that was lost. Jesus died on the cross not for 95 percent or even 99 percent, but he died for 100 percent that all might be saved. The quality of God's love is 100 percent, 100 percent of the time.

The purpose of this philosophy of ministry is to develop a means of conducting the business of the church and the ministry of the church in a way that is committed to

excellence and quality. Building a Total Quality Ministry depends on laying a total quality foundation.

According to the grace of God given to me, like a skilled master builder I laid a foundation, and someone else is building on it. Each builder must choose with care how to build on it. For no one can lay any foundation other than the one that has already been laid; that foundation is Jesus Christ. Now if anyone builds on the foundation with gold, silver, precious stones, wood, hay, straw--the work of each builder will become visible, for the day will disclose it, because it will be revealed with fire, and the fire will test what sort of work each has done. If what has been built on the foundation survives, the builder will receive a reward.
(I Corinthians 3:10-14)

This study was built on the foundation of Jesus Christ. Without this as a foundation the entire process will be vain. The church depending upon denominational loyalty for its survival will continue to decline in our quality-driven society. If the church is to survive, it must produce quality and excellence. In Galatians 1:24 Paul writes, "And they glorified God because of me." The Total Quality Ministry philosophy is intended to be a means of glorifying God.

Let us examine the philosophy and implementation plan of each of the six principles presented in this study. The philosophy is a church-wide philosophy capable of impacting all areas of the ministry. In the implementation phase the focus of this project is on a ministry system of operation with the area of finance receiving the major focus. This area was chosen as an example of how Total Quality Ministry may impact ministry because of the great need at SACC in this area at the time of implementation. The ultimate goal is to implement the Total Quality Ministry philosophy into all areas of the church ministry. Other areas of ministry will be discussed that have been impacted by the introduction of this philosophy.

Principle One: There must be a clear and concise purpose statement.

Few churches have a written mission statement. Of those who have a mission statement, it is often so vague or cumbersome that few in the church even know what it says. The staff or leaders in many churches seldom know or can quote the mission statement of the church.

My office is beside our sanctuary. A Christian school meets in our building. Once a week the grade school band comes into our sanctuary to practice. When they first enter each student feels free to play their instrument as they wish. The sounds that come from that room make no sense. Bluntly stated, it sounds awful! Eventually a band director comes into the room and begins to direct them. He tells them what they are to play and why. The little band suddenly begins to make sounds that one can recognize. The difference lies in the direction of the leader.

If you have ever been to an orchestra concert this same concept is played out. As they warm up and everyone is just blowing or bowing on their instruments, it sounds awful. Then the conductor raises his arms and everything goes still. As he begins to lead, the music becomes beautiful with meaning and purpose. Each instrument plays its part. Alone it does not sound like much, but together under expert guidance the results are spectacular.

So it is with the church. If each member is off doing his own thing, no matter how gifted or talented he may be the result is not nearly as effective as when everyone works for a common cause and purpose.

Total Quality Ministry begins with the development of a purpose or mission statement.

In this project the terms purpose and mission are used interchangeably. Several factors listed below must go into the development of this statement.

- 1.) Someone must have a vision for the church. The minister is usually the one with a vision.
- 2.) The leadership of the church must agree with this vision.
- 3.) The leadership must help develop the mission statement.
- 4.) The entire process must be bathed in prayer.
- 5.) The mission statement must be concise and to the point.
- 6.) The mission statement should be written in such a way that anyone can memorize it.
- 7.) A set of core values for the church must develop around that statement.
- 8.) The mission statement must receive the approval of leadership and people.
- 9.) The mission statement must become apart of church life.

SACC Implementation: Developing a Mission Statement

In 1995 when I arrived at SACC, one of the first things I noticed was a board in the foyer with the church's purpose statement. The statement was long and cumbersome. It was fine, except no one could remember it. In discussion with the senior minister, I discovered he felt the same way. The church needed a new purpose statement.

In implementing the first principle of the Total Quality Ministry philosophy, the following steps were followed to develop a new purpose statement.

First: discussions among the staff concerning their view of the need for the change.

Second: the elders of the church were consulted to determine if a consensus existed among the leadership for developing a new purpose statement.

Third: a day-long leadership retreat gave a chance to discuss and begin the process of developing a new purpose statement.

Fourth: at the leadership retreat the leaders were divided into five groups of four or five individuals. Each group received a large piece of poster paper and several questions to discuss. They wrote down the strengths and weaknesses of the church. Then they wrote down at least ten things they believed should be a part of the purpose of SACC. Each group spent about forty-five minutes discussing and writing.

Fifth: the group came back together and everyone's written statements was posted on the wall. Each group then discussed their statements. Then I lead the group into a discussion regarding common characteristics on everyone's list. The discussion also included the consideration of ideas that seem appealing, but may not be on everyone's list. The leadership retreat was concluded by agreeing to send everyone a list of the common characteristics and then asking them to attempt to write a clear, concise purpose statement.

Sixth: three staff members reviewed all of the mission statements submitted and developed one concise mission statement. They also developed a list of core values to support the statement.

Seventh: send all the leaders a copy of the document. They were to study the document and share their input.

Eighth: presented a missions statement and a set of core values to the congregation for their consideration and input.

Ninth, made this mission statement a part of our church life. It was printed on all written church documents and posted in the church foyer.

We committed to convey the mission statement to the congregation using the Nehemiah Principle. The Nehemiah Principle comes from the Old Testament story of Nehemiah and the building of the walls around Jerusalem. He found people were excited about their mission for a short period of time. One month into the project they began to be discouraged, Nehemiah had to present the mission to them once again. In the church it is important to present the mission of the church at least once a month in creative ways. The goal was to have everyone in the church memorize the mission statement.

Once the purpose of the church and its core values were established, then each area of ministry was to determine its own purpose in relationship to the over-all purpose of the church. In our study we implemented a ministry system of operation and asked each ministry area to develop its own purpose statement. We focused on the development of a purpose statement for the finance ministry. While this was our focus, the implications for all areas of ministry were obvious. The Total Quality Ministry philosophy was presented to all areas of the ministry. In this study, however, special attention was paid to the finance ministry. The long-range goal was to build upon the ministry system of operation based upon the Total Quality Ministry philosophy that was presented to the entire ministry.

If a church is going to be all God expects it to be, it must cast a vision that excites people, set standards that challenge people, create values that inspire people,

encourage commitment that builds character in people, and ultimately transform people into fully devoted followers of Jesus. The development of a church mission statement is the first step in the Total Quality Ministry process.

Principle Two: There must be the development of leadership that is committed to excellence.

Brown, Hitchcock, and Willard claim the number one reason Total Quality Management fails is because the top executives are not committed to the philosophy. “Executives sometimes fail to develop the strong commitment to TQM that is required to successfully lead the effort. In other cases, executives support the initiative, but do not demonstrate their commitment with appropriate action” (7).

The key to the success of Total Quality Ministry depends upon the development of leaders who not only claim they want excellence, but are willing to demonstrate their desire through training and action. This study attempted to accomplish several things in this area. First, it taught the philosophy of Total Quality Ministry to the current leadership. Second, it introduced a training program for new leaders. There will be four “Community Leadership Celebration” sessions per year. The purpose of these sessions will be to celebrate our successes, cast a vision for the future, and train our leaders in the Total Quality Ministry process. Third, it attempted to identify the gifts, the passions, and the personality of each leader. Fourth, it attempted to place the leaders in areas of ministry in which they are best suited. Finally, it challenged the leaders to a commitment to excellence and continual improvement in their ministry area.

“Many congregations are finding that the committee form of leadership is draining energy. Energy is renewed doing ministry not in deciding how ministry ought to be done” (Kallestad and Schey 71). I agree with this statement. This project introduced a ministry system of operation to the entire church based upon the Total Quality Ministry philosophy, attempting to replace the committee form of leadership with a team ministry form of leadership. In the committee form, much time was spent trying to decide how to do ministry. In the team ministry form of leadership the purpose of the ministry and the goals of the ministry are set and people are released to do ministry. A key factor in the Total Quality Ministry philosophy is based upon this concept.

This commitment must begin at the top and work its way throughout the organization. If the senior minister is not committed to this philosophy it offers little chance of success. If the leadership of the church is not committed to this philosophy, it becomes difficult to succeed. If the leaders of the church ministry areas are not committed to this philosophy, it becomes a very difficult task.

True leadership must come forth if this philosophy is to succeed. In the beginning it will be impossible to have everyone on board and totally committed. An organization does not wake up one day and say we are now a TQM organization. The Total Quality Ministry philosophy is a process, a journey, not an end point. Years of commitment to this philosophy are necessary to infiltrate the entire organization. One of the greatest challenges is to foster people involvement. People do not naturally embrace change. Time is required.

One of the goals of this study was to introduce the Total Quality Ministry philosophy at the top and to educate leaders in commitment to excellence. Ultimately the goal was for the entire congregation to grasp the philosophy and embrace the concept.

Implementation: Leadership Development

SACC has been blessed with of dedicated and committed leaders. In February of 1995 when I arrived at SACC, the leadership all seemed to love the church and desire to see it grow. They were willing to give of their time and resources to see the church succeed. The major problem I saw was the way leaders were chosen for ministry. Little attention was given to determining gifts, passions, and personality as it related to ministry assignments. It seemed clear to me that if this ministry was going to elevate its commitment to excellence, some changes needed to be made.

The following plan was implemented into the ministry at SACC:

Step one,- Discussion were held with the senior minister to explain the Total Quality Ministry philosophy. His support and commitment to the philosophy was acquired.

Step two, -The Total Quality Ministry philosophy was presented to the eldership of SACC. Their support and commitment to the philosophy was acquired.

Step three,-A Total Quality Ministry handbook was developed for each area of ministry and was presented to each ministry leader.

Step four,-Every elder, deacon, and ministry leader was asked to take a spiritual gift inventory analysis and a ministry desire questionnaire to determine the area of their giftedness and desires.

Step five, -All new leaders selected were trained in the philosophy of Total Quality Ministry and were tested to see where they might serve.

The goal of this principle is to train leaders in the Total Quality Ministry philosophy and to develop leaders that are used according to their gifts and desires. Total Quality Ministry desires to have leaders who lead from the heart. Leaders were chosen who will serve out of joy and not out of obligation; and who will be energized by their service and not drained by it.

One of the keys to the success of any organization is the ability of the leaders at the top to understand their strengths and weaknesses. They must be able to see that they cannot lead alone; and they cannot be afraid to surround themselves with capable and gifted people. Good leaders do not seek their own glory but look for the success of the mission of the organization.

Principle Three: There must be a shift from numbers to building excellence into every program in the church.

At the end of World War II there was a sharp contrast between the United States and the nation of Japan. One was victorious, the other defeated. One had a home-land untouched by bombs and the devastation of war. The other faced a land wrenched by war. One had an industrial organization not only undamaged by war, but in many ways pumped up by the war. The other had an industrial organization in ruins. The decades that followed took the two countries down very different paths. The United States sell everything it produced. As a result it focused on numbers. The bottom line depended

upon the number of products that could be produced and sold. As a result of this philosophy, quality began to suffer.

Japan, on the other hand, had trouble selling anything. They began their war recovery by producing inexpensive, low quality items. In the early 1950's, Edward Deming went to Japan and convinced their top executives that an organization focused on quality and not numbers would be the wave of the future. His prediction proved accurate. By the mid-seventies Japan had taken over as the quality producer of the world. The United States has spent the past twenty years trying catch up. The American economy is now on board with a commitment to excellence.

What does this have to do with the church? During the past thirty years much has been written about church growth. Today's church leader is well grounded in church growth literature. While no respectable church growth writer would claim numbers should be the focus of the church, the strong emphasis on numbers has in many cases produced that effect. If the focus becomes totally numbers, the church will suffer just like the American economy of the seventies.

Far too often the success or failure of the church depends upon the number of people attending. Listen in on any pastor-to-pastor conversation and what will you hear? When the question is asked, "How is your church doing?" the response is usually in numbers. The Total Quality Ministry philosophy is designed to change the focus from numbers to excellence and to transformed lives. Numbers are an important part of the evaluation process, but they are just one part. Care needs to be taken that the numbers temptation does not become the focal point of the ministry.

Implementation: Focus On Excellence In Every Program

As a program or ministry is developed at SACC, several steps are involved in the process.

- Step one: A purpose statement for the program or ministry must be in written form. It must also relate directly to the overall church purpose statement.
- Step two: Goals for the program or ministry must be in written form. These must be measurable goals.
- Step three: A plan for achieving these goals must be formulated.
- Step four: Individuals must be appointed to see that each goal is achieved.
- Step five: Authority to carry out the plan must be granted to these individuals.
- Step six: A quarterly evaluation of the goals and purpose must be conducted.
- Step seven: Adjustments to the program or ministry must be made as the evaluations are reviewed.
- Step eight: A year-end evaluation must be conducted and passed on to the ministry leader of the next year.

Three major goals are built into this process: first, build in excellence and quality from the beginning of the program. Second, assure that the focus of everything done in the ministry relates to the main purpose of the church. Third, build in ministry task and individual accountability to every program and ministry of the church.

In many cases, the goal of the program or ministry may relate to numbers. In fact, numbers can often be a good indicator of effectiveness. A number goal was not to become the focus or the determining factor of quality and success. Just as the Japanese found quality produces quantity, the church needs to grasp this same concept. If we focus

on the quality of our ministry, the quantity of people attending, and more importantly, the transformation of lives will follow.

Principle Four: There must be commitment to ongoing training in the concepts of team building and continual improvement.

We began this discussion with internal and external customers. Internal customers are the active members who are involved in the ministry while the external customers are those we are trying to transform into devoted followers of Jesus. A distinction between paid staff and volunteers in the ministry is also important. In his letter to the Ephesians, Paul describes the difference, “It was he who gave some to be apostles, some to be prophets, some to be evangelist, and some to be pastors and teachers, to prepare God’s people for works of service, so that the body of Christ may be built up”(Ephesians 4:11-12).

The role of the paid staff is to train God’s people to do ministry. We must learn to give away our ministry. The Total Quality Ministry philosophy agrees with this teaching. Quality ministries are constantly training, educating, and developing people.

Lyle Schaller said that either a church is staffed to grow or to decline. Rick Warren writes; “Every Church must eventually decide whether it will be structured for control or structured for growth” (378). The staff and leadership must give away ministry. One of the major keys to the success of any ministry is its selection of paid staff. A good staff person is one that has the following characteristics:

- They enhance ministry and not diminish it.
- They are totally committed to the mission statement of the church.
- They desire to grow spiritually and intellectually in their own ministry.

- They are committed to team building and feel responsible to assist everyone on staff to succeed.
- They are committed to improvement in their ministry area.
- They will be totally committed to giving away ministry to God's people.

In the Total Quality Ministry philosophy the paid staff is critical to its success. They must be trained and reminded of the principles of Total Quality Ministry. Their responsibility is to see that the Total Quality Ministry philosophy is passed on to the people of the church. The Total Quality Ministry staff commits to and values the customer we are trying to transform. They seek out their needs and work to fulfill them in the best possible manner. The idea of meeting the needs of others is not a new concept. Jesus said "I have not come to be served but to serve." Paul wrote:

If then there is any encouragement in Christ, any consolation from love, any sharing in the Spirit, any compassion and sympathy, make my joy complete: be of the same mind, having the same love, being in full accord and of one mind. Do nothing from selfish ambition or conceit, but in humility regard others as better than yourselves. Let each of you look not to your own interests, but to the interests of others. (Philippians 2:1-4)

Total Quality Ministry goes much deeper than cooperation. Total Quality Ministry asserts that each staff person not only does his or her ministry, but does it to encourage and assist the ministry of others. Everyone on staff must understand that they are to serve customers, God's people. The quality at which they work will be translated into the overall success of the church. The success or failure of any one person on staff reflect upon the entire ministry.

One of the most difficult concepts that the secular world has found in teaching Total Quality is unity of purpose. Corporate culture is not easy to change. Most employees were hired to do a certain job and they become totally focused on just that job.

They tend to forget the overall purpose of the organization. In the church the same concept may occur. If one is doing a good job in the assigned ministry area, one may forget the bigger picture. We must commit to one another and to their success.

Another key concept to the Total Quality Ministry philosophy is the idea of continual improvement. The Japanese call it “Kaizen,” continual improvement. At SACC we state it this way; “Every day in some way improve your ministry.” Each staff person must commit to the concept; and must be willing to pass it on to the people in their ministry area. In Total Quality Ministry, continual improvement is a necessity. The idea is to always evaluate your ministry area, identify the problem, determine the solution, and improve the process. The concept is that small ideas are the most important ones because they come on a continuous basis. It sounds simple but it requires a lot of training and input from others before it becomes a part of the process.

Many people in our churches are good at identifying problems and fixing blame without coming up with solutions. In Total Quality Ministry we do not fix blame, we focus on solving the problem. Everyone in the process must see the end result as their responsibility. Everyone involved in Total Quality Ministry will take the responsibility for fixing a problem rather than pointing a finger.

From the staff perspective any deficiency in ministry is shared by everyone on staff and all commit to improve it. This means they must be empowered to make decisions and to take action. With no power to act they could not be held responsible. In order for Total Quality Ministry to succeed, the staff must receive permission to set the direction of the ministry.

Total Quality Ministry also means performance evaluation for the staff must be different. Since each person involved in the process is responsible for the quality of the ministry, the ministry team as a whole is evaluated. This evaluation is based upon the satisfaction of the external and internal customers of the ministry. The success of the ministry team depends upon the ministry characteristics mentioned above. In the evaluation process each staff person receives the opportunity for self-evaluation. This allows for an opportunity to identify strengths and weaknesses. The goal is to encourage and improve the individual.

Finally, recognizing people when they improve their ministry is extremely important. One must be careful to reward and recognize correct behavior. To recognize incorrect behavior is worse than not recognizing correct behavior. The process of recognition can help build team work and encourage improvement. Ultimately the satisfaction and contentment of the staff is key to the overall success of the ministry. Staff contentment and satisfaction must be evaluated and improved in the Total Quality Ministry philosophy.

Equally important is the recognition of volunteers and ministry teams that commit to improvement. Correct behavior and good ideas need to be celebrated in the entire church. Dean Smith, the legendary basketball coach of North Carolina, says, "You praise that which you want to see again."

SACC Implementation: Team Building and Continual Improvement

This study followed several steps in the implementation of team building. Team building does not happen over night, it is a long term process. SACC has a great staff

with positive working relationship. Each staff person works hard in his or her ministry area. The problem lies in the lack of involvement in one another's ministry areas. As the Total Quality Ministry philosophy was implemented, the following steps improved the team concept.

Step one,- Each staff person was asked to take the Myers Briggs personality test. The results were discussed with the staff as a whole. The goal was to help each staff person to better understand one another.

Step two,- Each staff person was asked to develop a ministry plan for his or her area of ministry. Included in the plan was a purpose statement, goals to achieve this purpose, and a strategy for achieving the goals.

Step three,- Each staff person received at least thirty minutes to present their ministry plan to the entire staff.

Step four,- Input from the rest of the staff was shared.

Step five,- A discussion concerning how this plan fits into the overall church purpose statement was conducted. Then each staff person evaluated how his or her area of ministry may assist in the accomplishment of this staff person's purpose and goals.

Step six,- Each staff person filled out a quarterly evaluation form on how well they have accomplished their goals.

Step seven,- During a quarterly staff meeting staff persons gave a review of their ministry area. The rest of the staff was asked to share input on the strengths and weaknesses of the ministry. To provide input for improving the ministry was the goal.

At SACC the process of quarterly ministry evaluations may take as much as one full day per quarter. While this seems like a lot of time, the teamwork and input given will far outweigh the cost of time. Over a period of time the end result is the involvement of everyone in everyone else's ministry. The idea of the team concept is strengthened. The quality of the entire ministry becomes the responsibility of everyone on staff. A better understanding of how each person's ministry fits into the overall purpose of the ministry is achieved. It improves not only the quality of the ministry but also the closeness of the staff.

Once a year the staff conducts an overall ministry evaluation in light of the church purpose statement. This evaluation must be conducted in light of the satisfaction of internal and external customers. The quality of the ministry depends upon the customer's needs being met. Each staff person was asked to do a self-evaluation. This evaluation was discussed with the entire staff for the purpose of encouragement and improvement.

The concept of continual improvement is one that must be kept before people at all times. Continual improvement is a process and not a onetime event. Each staff person was introduced to the concept. The slogan, "Every Day In Some Way Improve Your Ministry," will be displayed in creative ways. Each week at staff meeting we give away a Continual Improvement Award (CI Award). This goes to the staff person who did something that week that improved the results or quality in their ministry. They can nominate themselves, another staff member, or someone in their ministry area. Our goal was to instill in everyone that ministry can be improved each and every day.

The quarterly ministry evaluation form included a space to list the improvements that have been made in each ministry area that quarter. This requires staff persons to evaluate their ministry at least quarterly to see if they have made improvements.

The discussion in this section has related to the staff only. This principle also relates to ministry areas as well. As a ministry system of operation was implemented, ministry teams were asked to follow many of these same steps. The development of a purpose statement, goals, strategy for achieving the goals, and periodic evaluations were all a vital part of the ministry system. The concept of continual improvement was also stressed. The staff was asked to help train the ministry teams in their areas in this principle. Quarterly “Community Leadership Training Sessions” were introduced to restate our purpose, to encourage improvement, and to celebrate successes.

The ideas of team building and continual improvement are essential to the success of Total Quality Ministry.

Principle Five: There must be a process of evaluating the progress of the ministry.

The success of Total Quality Ministry depends upon our ability to investigate and measure results. Total Quality Ministry emphasizes the necessity to provide measurable data for evaluation. Everyone has an impression or a feeling about how well the ministry is going. Measurable statistics, however, present the information in a manner that eliminates guesswork.

Total Quality Ministry asks staff and ministry areas to set goals. We must be able to measure those goals to determine our progress. An emphasis to the ministry leaders that

all goals set must be measurable goals is important to the success of Total Quality Ministry. Then they must keep the necessary statistics in order to evaluate progress. Resistance to this idea is inevitable. Edward Deming, often referred to as the father of quality management, places upon management the responsibility of driving out fear. This should be addressed in staff training. They must see the need for statistical analysis as a part of the continual improvement process.

The decision making process can be more a reaction to feelings and emotions instead of the evaluation of hard data. Statistics can help us make the right choices. The collection of data can prevent us from wasting time. Total Quality Ministry focuses on efficiency and hates waste. Ministers should be ministering and Total Quality Ministry gives them the time to do just that.

Quality design must be used in the development of every ministry and program in the church. Quality design requires a five-step plan:

- A written mission or purpose statement
- Goals established and written down
- A strategy for achieving those goals
- Identification of measurable data
- Evaluation of effectiveness

Measuring the right thing and measuring it correctly is essential. The data to be collected must be available, reliable, and as free from outside influences as possible.

SACC Implementation: Evaluating Progress

Staff persons were asked to collect the data necessary to evaluate their ministry areas. The administrative ministry assisted in the collection of pertinent data.

The best technology available for collecting data is vitally important. At SACC we have purchased and installed a computer network with an effective church management software program. This program allows us to track information and data for the purpose of improving our ministry. Each staff person has access to this information through the network. Our administrative ministry provided the expertise needed for data collection.

As a ministry system of operation was implemented, ministry areas were asked to develop their purpose statements that support the church purpose statement, develop goals that supports the church goals, and then evaluate the progress of the ministry throughout the year. The key to this was the development of measurable goals, that allowed us to collect data for the purpose of evaluating the success of our ministry. In the church this is not often done. Far too often decisions about success and failure are based upon feelings and not upon hard data. Under the Total Quality Ministry philosophy this practice must change. We stressed the idea of "Show Me The Data."

Principle Six: There must be a transformation of lives in order for the ministry to be successful.

While the bottom line in business is profit and loss, the bottom line in the church is the transformation of lives. "To meet a person where they are and through Christ transform them into fully devoted followers of Jesus" is the SACC mission statement. Paul wrote; "Do not be conformed to this world, but be transformed by the renewing of your minds" (Romans 12:2a). The creator of quality is Jesus of Nazareth. His life and action demonstrate what quality and transformed lives are all about. The true success of any church is not found in the number of people attending, the size of its budget, or the value

of its building. True success is found in the transformation of lives, how many people moved closer to becoming devoted followers of Jesus Christ. As we begin 1998, SACC averages approximately 1,000 on Sunday morning. At the end of 1998, which would be better, to be averaging 1,500 in worship or to have moved 500 people closer to becoming devoted followers of Jesus Christ? The answer should be obvious. The question is one of quality of ministry.

In the business world, TQM says, find out the customers' needs and meet or exceed those needs 100 percent of the time. In the church, Total Quality Ministry mandates that we must add one more dimension. The church may be totally unaware of this dimension, the dimension of transforming of the mind.

"What is a transformed mind?" must be asked and answered with in the context of each church. To help us better understand the meaning of a transformed mind some research from others may be helpful. Kallestad and Schey give the following table to describe what it means to be transformed (112):

From	To
Lukewarm	Committed
Passive	Active
Unemployed in the church	Called responsibility
Latent – undiscovered gifts	Gifted
Lonely – uncaring community	Supported -- small group
Sideline – no service	Placed to make a difference
Stable or declining	Growing, learning, practicing
Peripheral	Centered on Christ
Low expectation of church	Demanding high expectations
No fruit	Fruitful

Lyle Schaller refers to several characteristics of transformed people who have been incorporated into the ministry. Those characteristics are:

1. Able to list at least seven new friends made in church.
2. Able to identify their spiritual gift.
3. Involved in at least one role/task/ministry appropriate to their spiritual gifts
4. Involved in a small group (a class).
5. Demonstrating a regular financial commitment to the church.
6. Personally identifies with the goals of the church.
7. Exhibiting a regular worship commitment to the church.
8. Excited about identifying unchurched friends and family members, inviting them to church, and helping them get involved. (Kallestad 112-113)

A transformed person needs to be effectively and intentionally incorporated.

According to Total Quality Ministry philosophy there must be a way to determine when a person moves from being just a customer to being a fully devoted follower.

In the business world TQM adapts to the changing world of demands for quality. The church also must learn to adapt. Congregations that will still be alive in the twenty-first century will not be focused on numbers or status quo. The twenty-first century church that thrives will be one focused on quality of service, transformation, and multiplication. More than an issue of number of people attending any given church, service is involved in a quality ministry. Lives committed to Jesus Christ is the critical issue.

The Total Quality Ministry philosophy moves us from doing what we have always done to a passion for mission and purpose. We must become what Rick Warren calls a "Purpose Driven Church." We seek to meet or exceed the customer's expectation 100 percent of the time plus move them to transformation and commitment.

SACC Implementation: Transformed Lives

Transforming lives can often be the most difficult and yet the most important part of the Total Quality Ministry philosophy. The church exists for the purpose of transforming lives. Everyone is unique and it is often difficult to determine exactly what it means to be transformed or in the SACC context, to become a fully devoted follower of Jesus Christ. In an effort to help SACC determine success, the following criteria were used to determine when a person moved into the area of a fully devoted follower.

Criteria For A SACC Fully Devoted Follower

- Membership with the SACC
- Committed to attend at least forty two morning worship services per year.
- Committed to become a financial supporter of SACC. The commitment consists of signing a commitment card and making the contributions.
- Agreed to attend at least one small group within the church body.
- Recorded with the church a ministry profile, determining spiritual gifts, desires, and personality.
- Agreed to get involved in at least one ministry area appropriate to the ministry profile.
- Memorized the purpose statement of the church
- Has brought at least one new person to the church within the last twelve months.
- Involved with the Watchman Prayer Ministry, Shepherding Program, or TeleCare Program.
- Involved in a personal devotion time of at least thirty minutes per week.

A Fully Devoted Follower Questionnaire is given to those in the church who wish to become fully devoted followers of Jesus Christ. Each criteria above was given a numerical value and a successful follower needs to score at least 100 on the questionnaire. Every year the number successfully meeting this criteria will be evaluated and goals set for improving it.

Jesus was not satisfied with 99 percent. He came that all might be saved. The twentieth-century church cannot rest until everyone involved in the church becomes

devoted followers. A parallel between devoted followers and the quality of the ministry is evident. Transforming lives is the heart and soul of the Total Quality Ministry philosophy.

Total Quality Ministry will always remain a philosophy of ministry until it is incorporated into a ministry program. This project attempted to do this through a program we called Nehemiah Ministry. As mentioned previously, administration and organization are the keys to building a quality foundation. Our Nehemiah Ministry is our attempt to provide that quality organizational structure. Listed below is the plan we used in this project to implement the Nehemiah Ministry based upon the Total Quality Ministry philosophy.

Nehemiah Ministry

Southern Acres Christian Church Nehemiah Ministry

Purpose: To transition SACC from the committee system to a ministry system of operation that will identify gifts and desires of each leader and encourage involvement by everyone in our church family.

- Goals:**
- 1) Transition the church board to Ministry Teams and a Ministry Management Team.
 - 2) Rewrite the church by-laws and constitution.
 - 3) Establish a Ministry Management Team.
 - 4) Develop ministry profiles on all church leaders.
 - 5) Develop a Volunteer Ministry Commitment program for the entire church.
 - 6) Develop the ministry areas necessary to meet the needs of our people.
 - 7) Appoint servants in each ministry area based upon their ministry profile
 - 8) Emphasize upon service and meeting needs.
 - 9) Give a list of volunteers to each ministry area that relates to its needs.
 - 10) Focus continual improvement. "Everyday in some way improve your ministry."
 - 11) Commit to continual evaluation of the ministry.
 - 12) Provide continuity in each ministry area.

In order to completely understand the Nehemiah Ministry it is necessary to define what we mean by some of the terms. A description of the Ministry Management Team and its duties are listed below.

Ministry Management Team (MMT)

Purpose: To develop and provide oversight to the Nehemiah Ministry by working closely with the church staff and ministry team leaders.

Team Description: This ministry team is made up of six people who will serve for three years with two members being replaced each year. Their main task is to oversee the proper and efficient functioning of all ministry teams. They are involved with the following major areas:

Select the Ministry Leaders: The MMT selects the team leader for each ministry area and then helps that leader develop his ministry team. The MMT works closely with the ministry leaders to see that they remain active and efficient in achieving their task.

Development of Ministry Team Purpose Statements: They work with each ministry area as they write the purpose statement for their particular ministry. The MMT is responsible for incorporating the church purpose statement as a part of each ministry area.

Development of Ministry Goals: The MMT helps write the overall goals of the church for the year. They are to see to it that each ministry area develops goals that will help support the overall church goals.

Ministry Monthly Reports: The MMT is responsible for each ministry team submitting a monthly report on the activity of that ministry area. The MMT submits a monthly report to the elders concerning ministry process.

Monthly Ministry Meetings: The MMT meets monthly to discuss the progress of the ministry program. They make recommendations and suggestions to ministry areas for continual improvement of the ministry system.

Leadership Community Celebrations: The MMT along with the staff are developing quarterly leadership community celebrations to encourage, train and vision cast for all team ministry leaders.

The Nehemiah Ministry program continues to function in an orderly fashion if everyone involved clearly understands their role in the overall operation. Listed below are the responsibilities of each major person in the program.

Nehemiah Ministry Leadership Responsibilities

Elders:

- To oversee the entire direction of the ministry.
- To assure that the ministry remains true to the word of God.
- To assure that the ministry remains true to the stated purpose of the church.
- To work closely with their assigned staff person so that their ministry area is committed to excellence and quality.
- To be available to any team leader of a ministry area to help solve any spiritual problem with their area.

Staff

- To work closely with the ministry teams under their area, especially with the team leaders.
- To see that every Ministry Team under their area develops goals that support the purpose statement of our church.
- To work closely with the MMT and see that every ministry team submits monthly reports and quarterly evaluations.
- To encourage the ministry teams to use volunteers from our congregation.

MMT

- To oversee the development and implementation of the Nehemiah Ministry.
- To develop ministry profiles on every leader in the church.
- To use those profiles in selecting ministry teams.
- To encourage every ministry team to set yearly goals that help support our church purpose.
- To work with every ministry team assuring that monthly reports are submitted on the ministry progress.
- To see that every ministry team evaluates its ministry effort quarterly.
- To see that every ministry team submits a year end evaluation and recommendation to be given to the next year's team.
- To evaluate the overall effectiveness of the ministry and make recommendations for improving the ministry.
- To see that efforts to improve the ministry are recognized and celebrated.

Ministry Team Leaders:

- To take charge of the ministry team to see that it carries out its assigned task.
- To review the ministry purpose statement and make any suggestion to the MMT on improving it.
- To work with the team and develop ministry goals that help support the church goals.
- To work closely with the team and the staff person in your area of ministry and design a ministry plan for carrying out its stated goals.
- To work with your team in determining how many people you need to carry out your plan.
- To collect the data necessary for evaluating your progress.
- To fill out and turn into the MMT monthly progress reports.
- To work with your team in doing quarterly evaluation of your progress.
- To fill out a year end evaluation and recommendation report.

Earlier we mention the Nehemiah Principle. In the Old Testament Nehemiah found that he had to keep the purpose and mission of the people before them or they would get discouraged and forget what God had planned for them. In our Nehemiah Ministry we hold quarterly "Community Leadership Celebrations." The purpose is threefold; First, to remind our ministry teams of our purpose and mission. Second, to teach and train our leaders how to carry out their ministry. Finally, to celebrate our success. Listed below is a description and plan for this year's Community Leadership Celebrations.

Community Leadership Celebrations

Purpose: To provide information, training, and vision casting to everyone involved in the Nehemiah Ministry. To celebrate our success in the ministry.

Meeting Schedule First meeting - February
 Second meeting - June
 Third meeting - August
 Fourth meeting - November

Meeting Purpose February Meeting: Introduce church goals for the year.
 Train team leaders how to write ministry goals
 Motivate the team leaders to take the lead in
 their ministry area.
 June Meeting: Report on the overall ministry progress.
 Dr. Dale Galloway will present a seminar on the
 involvement of the laity and every member
 ministry. Present the CI award for the quarter.
 Motivate the team leaders to improve their
 ministry area.
 August Meeting Report on the overall ministry progress.
 Present some long range goals for the ministry.
 Present the CI award for the quarter.
 Motivate the team leaders to improve their
 ministry areas.
 Ask for mid-year evaluations of their areas.

November Meeting Report on the overall ministry progress.
Train team leaders how to do year-end evaluations and recommendation reports.
Present the CI award for the quarter.
Motivate the team leaders to begin planning for the new year.

CI Award - Continual Improvement Award goes to the individual or ministry area that demonstrates improvement toward ministry excellence. This person best demonstrates our ministry slogan "Everyday in some way improve your ministry."

The Nehemiah Ministry is based upon the Total Quality Ministry philosophy. To provide the basis for implementing a new philosophy into the ministry is the intent of the Nehemiah Ministry. SACC has embarked upon this project with of excitement and anticipation. In Chapter 4 we present the results of this project to date. Chapter 5 concludes with a look into the future of SACC and the impact of this project and the Total Quality Ministry philosophy.

Chapter 4

Results of the Study

Southern Acres Christian Church is one of the great churches in the Christian Church \ Church of Christ movement. Only two other Christian churches in central Kentucky are larger than Southern Acres. The Southland Christian Church in Lexington and the Southeast Christian Church in Louisville are both larger congregations. Southern Acres, in its twenty-six year history, has accomplished a great deal. From its humble beginnings in 1972, meeting in a rented school facility to its present four million dollar facility and a morning worship attendance of over 1,000, the church has proven its ability to minister to people and serve the Christian faith. In spite of its great success, it to came to a crisis situation. In this chapter we examine the reason for that crisis. We do this by examining the four research questions presented earlier in this paper. In our examination of Research Question Four we will present the results of the implementation of the six points of our Total Quality Ministry philosophy. We will conclude the chapter with an examination of the Nehemiah Ministry based upon the Total Quality Ministry philosophy at Southern Acres Christian Church.

Research Question #1: What is the present administrative and ministerial structure in the church?

In February, 1995, I arrived at Southern Acres Christian Church and began my duties as business administrator. My goal was to examine the current structure of the church, to see if the Total Quality Ministry philosophy would benefit the church ministry. I used a three-step process in this procedure. First, I spent several months attending meetings,

taking notes, and talking to key leaders. Listed below are some of the general observations produced by this process.

- Southern Acres Christian Church was truly one of the great churches in our brotherhood. A lot of good things were going on in the ministry. People were being won to the Lord, people were being nurtured, and great fellowship was happening. For example, I found a Sunday school program, they called Bible Fellowship that during the past three years averaged 85 percent of their morning worship. In comparison, Southland Christian Church averaged 52 percent, and Southeast Christian church averaged 45 percent. Southern Acres had an excellent program for nurturing and shepherding.
- The leadership was capable and dedicated to the church. They had the best interest of the church in mind as they served. Hidden or personal agendas were seldom promoted. The only shortcoming was their lack of involvement in major decisions and programs implemented in the church. The senior minister was the driving force behind most of the decisions. The leadership was then asked for input and approval. The process was working for them, but there seemed to be a lack of ownership by the leaders.
- The senior pastor was well respected by the congregation and the community. He was the founding pastor of the congregation and up until this point in the church life had been able to adjust his leadership style to allow for continual growth. During the past three years I sensed some frustration on the part of the senior minister and the leadership. They seem to be struggling with another growth barrier.
- A verbal commitment to excellence was present by the church leaders. This commitment was not being translated into action by the leaders or the congregation. I found pockets of excellence in some areas of ministry, while in others there was lack of commitment or know-how that was causing problems within the ministry. My second day in the ministry I asked the financial secretary to show me the accounts payable file. She reached behind her desk and picked up a shopping bag filled with invoices. I knew then my work was cut out for me. The entire ministry area of administration had this same lack of excellence.
- This great ministry had outgrown its organizational structure. If this church was to continue to grow there were going to have to be some major changes in three areas; 1) commitment to excellence by everyone in the ministry must be increased. 2) the organizational structure must be changed to allow

for additional growth. 3) the number of people involved in the ministry must increase. The Total Quality Ministry philosophy could provide help in all three of these areas.

The second step I took was to read through the minutes of the church board and the minutes of the elders meetings during the past two years. My goal was to see how the decisions were being made in this church. I found that, decisions were made from the top down. All major decisions came from the senior minister or the church elders. The church board would then be informed and often asked to endorse the decision. Finally, the ministry area or the congregation would be informed. In reading the minutes, I found that this process on the surface was working well for the church. Decisions were being made, and programs being presented and implemented with little or no dissension. The problem seemed to be ownership. Neither the leaders nor the people felt complete ownership. The wishes of the senior minister being carried out was the goal of the leadership. I could tell that the senior minister felt this frustration. He went to great lengths to include people in the process. No matter what he tried, the organizational structure remained from the top down. It did not allow for ideas or programs from the bottom up. The Total Quality Ministry philosophy would put into place the structure for bottom-up ministry.

The third step was to attend several committee meetings and interact with the people serving on these committees. I concentrated on those committees that related to the administrative process such as the finance committee, the counting committee, and the property committee. I found the same problem of ownership in each of these committees. Each chairman understood that his committee was responsible for carrying out the assigned duties. I did not find a single committee willing to take the initiative to improve

or change the duties in any way. They always sought the input of the senior minister or some other staff person. There seemed to be a real lack of ownership by anyone serving on these committees.

My conclusion was that the administrative and ministerial structure was typical for an independent Christian church. Much like the early church adoption of the Roman form of government, we have adopted the three branches of checks and balances implemented by our own United States government - the executive branch we call senior minister, the senate we call our elders, and the House of Representatives we call our joint board. The decision-making process is conducted much like our government. The only difference is our ability to call on our people for unity in Christ. When that call is strong the voting process goes well. When the call is weak the voting process has as many casualties as does our political system. At Southern Acres Christian church the call for unity in Christ was very strong. The voting process by the church board and congregation proved to be more of a frustration than an act of democratic rule.

The committee system of operation had more of a feel of government and secular operation than one of ministry. People were being asked to carry out duties and not to conduct ministry in the Lord's service. If this great church was to continue with an effective ministry and move to a new level it had to change the organizational structure that would allow for the paid staff to train people to minister and for ministry to be owned by the people and come from the bottom up.

Research Question # 2: What is the level of commitment to excellence by the leaders of the church, before the implementation of Total Quality Ministry?

To find the answer to this question I focused my attention to one area of ministry.

That area was the finance ministry. I wanted to know, not what was the verbal commitment to excellence, but rather what was actually perceived as excellence in this area. I sent out evaluation forms to all of the elders, the staff, and everyone serving on the finance committee for the past two years. I sent out a total of 35 questionnaires. I received back a total of 32.

The questions and results are listed below.

Table #1
Finance Ministry Evaluation Form (N=32)

Please fill out the evaluation below. The scale is from 1 - 20. Keep in mind, 1 is extremely poor, 20 is perfection, and 10 is to be considered average.

1 5 10 15 20

	<u>Pre-Mean</u>	<u>Post Mean</u>	<u>Difference</u>
1. Our Finance committee overall deserves the following rating:	6	14	8
2. In setting a clear purpose statement, this ministry area deserves the following rating:	8	12	4
3. In setting specific goals, this ministry area deserves the following rating:	4	13	9
4. Rate the following areas of our Finance ministry:			
• Controls on counting and reporting contributions:	3	15	12
• Controls on approving and issuing checks:	7	16	9
• Accuracy of Accounts Payable	3	16	13
• Bank account control and accuracy	5	15	10
• Budget Development Process	6	13	7
• Budget Controls	4	13	9
5. The long rang plans for the Finance ministry deserves the following rating:	5	12	7

The leadership of the church considered the commitment to excellence in the ministry area of finance as far below average and in need of improvement. More than a verbal commitment to excellence was necessary. Excellence is not something that can be announced into existence; it must be intentional and it must be planned. The Total Quality Ministry philosophy was intended to accomplish this result.

In the fall of 1995, I introduced the Total Quality Ministry philosophy. After two years of operating under this philosophy I sent out the same evaluation form to the same group of people. The results of that evaluation can be seen in Table #1 and will be discussed later in this chapter.

Research Question # 3: How does the business concept of total quality management relate to the church setting?

As I examined the fourteen points of Edward Deming's total quality management, I marked nine of them as being grounded in the teaching of Scripture. I then combined those nine into six Total Quality Ministry principles for the SACC context. These six principles were the foundation on which the Southern Acres ministry has been built. A closer look at each principle and how it was implemented in the ministry of Southern Acres will now be presented.

Principle One: There must be a clear and concise purpose statement. The focus and direction of the organization in relationship to God's purpose for the church must be stated in terms with which everyone can identify.

I considered this principle to be the critical first step in the implementation of the Total Quality Ministry philosophy. In the spring of 1996, the staff and elders of Southern Acres Christian Church went on a day-long retreat with only one item on the agenda.

Our goal was to begin the process of implementing the Total Quality Ministry philosophy by examining and rewriting the church mission statement. Each staff person and elder was sent a letter explaining the purpose of this retreat. They were asked to read through the current mission statement and begin to think through how it needed to be changed.

The senior minister and I met to discuss how we would conduct this planning session. We decided that I would lead the process of developing the new mission statement. I used the following steps in the process:

Step one: Each Monday morning the staff of Southern Acres meets for planning and information. Two weeks preceding the scheduled leadership retreat, we discussed the subject of a new mission statement. We came to a unanimous decision that we needed a new mission statement. Each staff person agreed to develop his or her own ideas and to be involved in one of the discussion groups at the leadership retreat. We felt the statement needed to have several key components. It needed to be concise and to the point, short enough that anyone could memorize and yet state the real purpose of the church. It must be developed by the entire leadership team and not come solely from the senior minister or staff. Finally, it must become a part of our church life.

Step Two: The day-long leadership retreat began with meditation and prayer. This process would be in vain, was the consensus of the group, if we did not bathe it in prayer. We then divided into four groups of four or five people. Each group was given a sheet of poster paper and was asked to spend the next ninety minutes discussing the strengths and weaknesses of our church. They wrote down the things they felt should be included in

the final mission statement. Listed below are the results of that discussion.

Group One

1. Glorify/Magnify the Lord
2. Bring People to Jesus
3. Equip for Ministry
4. Great Commission-Teach\Baptize\Teach
5. Introduce People to Jesus
6. Show the Love of Jesus
7. Eph. 4:15 - Teach In Love
8. Strengthen Believers
9. Adoption in God's Family
10. Hope
11. Fellowship of Believers

Group Two

1. Win the lost to Jesus Christ
2. Equip people to minister
3. Identify gifts in order to encourage ministry
4. Meeting the needs of all God's people
5. Transformation of lives, making an eternal difference
6. To convey Bible knowledge
7. Reclaiming the people of God
8. Reaching out to the poor and downcast
9. To be genuine

Group Three

1. Evangelism/Local and Global
2. Teaching
3. Service\Ministry\Nurture
4. Discipleship\Accountability
5. Worship
6. Moral Voice
7. Excellence

Group Four

1. Love unconditionally
2. Bring people to Christ and membership in His family
3. To teach people to live with an eternal perspective
4. Strive to be the heartbeat of the community
5. Be there for the hurting
6. Church should be a safe place for the hurting
7. HOPE
8. Equipping the saints for the work of ministry
9. Helping people develop their spiritual gifts

Then each group brought their posters back in the room and hung them on the wall. A leader was selected from each group to explain what was on their posters. Questions and discussions followed each presentation. It became clear that there were many common characteristics in each list. We concluded the retreat by agreeing to send everyone a list of the most common characteristics and then ask each leader to attempt to write a mission statement. Each leader was then to send their mission statement to my office. A three-person ministry team was selected and charged with compiling these results and writing one statement for the entire leadership to review and approve. This ministry team would also develop a set of core values to go along with the mission statement in order to develop a strategy to carry out the mission.

Step Three: The three people selected were senior minister Wally Rendel, education minister, Bruce Carpenter, and myself. We collected all of the information and came up with a mission statement and a set of core values.

Step four: We presented our results to the elders for their consideration. Much discussion came from that presentation. Many suggestions were made to make the

statement more concise and seeker friendly. From that discussion came the final mission statement and core values.

“Our mission is to meet people where they are and through Christ transform them into fully devoted followers of Jesus.”

Core Values

Worship: Loving the worship of God we express our devotion and bring people into His presence, endeavoring to be spiritually authentic and culturally relevant. (I Chronicles 16:29; Psalm 95:6-9; John 4:24)

The Bible: Believing the Bible is the infallible word of God we use it as the primary resource for teaching, preaching and daily living. (John 17:17; II Timothy 3:16-17; I Peter 1:23-24)

Transformed Lives: Valuing the transformation that takes place when people accept Jesus as Lord and savior we are committed to making disciple in our community and around the world. (Matthew 28: 19-20, II Corinthians 5: 17-21)

Small Groups: Realizing people are best discipled and nurtured in Biblically functioning communities, small groups are provided to meet the various needs of all our people. (Acts 4: 42-47; Hebrews 10: 23-25)

Ministry Of All Believers: Understanding that God has equipped Christians with spiritual gifts for Kingdom service we endeavor to engage every Christian in meaningful ministry. (Romans 12: 3-8; I Peter 4:10)

Spiritual Disciplines: Acknowledge the values of a daily relationship with Jesus, fully devoted followers are taught the importance of prayer, personal Bible study, journaling, fasting, giving, and being accountable to other believers. (Galatians 5: 22-25; I Peter 1: 5-8; II Peter 3:18)

A Moral Voice: Serving as the conscience of the community we take a stand for the truth as presented in the Bible when confronted with cultural and moral issues. (Matthew 5: 13-16)

Care Giving: Following Jesus' example we care for people in our church and community in need of comfort and help. (Galatians 2: 10; James 1: 27; Matthew 5:7)

Commitment to Excellence: Loving the local church as the Body of Christ we are committed to excellence in every area of ministry. (Colossians 3: 17; Philippians 3: 13-14)

We came away from that meeting strongly committed to this mission statement and core values.

Step five: The senior minister developed a series of messages around this mission statement and these core values. At the end of the series the congregation was asked to approve the mission statement and core values as part of our church life.

Step six: The mission statement must now become a part of our church life. The mission statement is visible in numerous places in our church; in our foyer, on the bulletin, and on the newsletter. We encourage all staff members to use it on any information they send out to their workers. The staff and elders all have the statement memorized. At least once a month the congregation repeats the statement together in worship. Becoming a part of our church life is our goal.

To repeat the statement is one thing, it is another to actually incorporate the statement into the ministry of the church. Each ministry area was then asked to help develop a purpose statement for their area of ministry. The church mission statement was to be kept in mind as they wrote their statement. While this task was assigned to each ministry area our focus was on finance ministry. Listed below is the purpose statement we developed for our area of ministry.

Finance Ministry Purpose Statement

The finance ministry shall oversee the collection and distribution of all church funds to insure the integrity and good stewardship of the church's financial resources.

This will include all financial policies and procedures which will be used for the ultimate good of the ministry area and to provide the leadership necessary to see that all other ministry areas are funded, in order that lives may be transformed into fully devoted followers of Jesus.

The ministry team will work closely with the "minister of administration" to develop an annual budget and to continually evaluate and monitor the soundness of that budget through out the year, to insure that each year is ended without incurring an unexpected deficit operating balance.

This ministry team will also make job description and duty recommendations to the personnel ministry as it relates to the area of finance.

This ministry team will be responsible for the development of short and long range goals that will enable the ministry to achieve its purpose.

Ultimately, this finance ministry team will be dedicated to using the financial resources of the church to meet people where they are and through Christ transform them into fully devoted followers of Jesus.

The long-range goal of the Nehemiah Ministry is to see each ministry area develop its own purpose statement that reflects the church mission statement. This helps to unify the entire ministry behind the mission of the church.

Principle Two: There must be a development of leadership that is committed to excellence. The success or failure of this philosophy depends upon the commitment of the leadership team of the church. They must be totally sold on the philosophy.

In many ways this is the most difficult part of the Total Quality Ministry philosophy. This philosophy is not and cannot be a one-time commitment made, but is an ongoing learning process. For over two years it has been on going at Southern Acres. I first introduced the philosophy to the leadership in the fall of 1995. Since then we have had several

several discussions concerning the philosophy. During the two years since it was introduced I made several observations.

First, an immediate commitment was made to the philosophy by the senior minister, staff, and elders. I remember thinking at the time, "Father, forgive them for they do not know what they do." Each step of the way saw someone desiring to return to the same old way of doing things. I now realize that they committed to the philosophy more out of a desire to cooperate with me than to change the way we were doing things.

Second, implementation of the philosophy is a long process. It takes a long time for the leadership to see its implication, not to mention the general congregation.

Third, the most difficult part is still to come. I am receiving resistance from the staff in shifting the structure from one of top-down ministry to one of bottom-up ministry. They fear releasing ministry to the people. This requires a commitment to stay the course and a willingness to change and grow together in this philosophy.

In this entire project this is the one area that still concerns me. Just how committed are the leaders and the staff to this philosophy? So far they are still on board. What will happen in the future still remains to be seen. The tendency to return to the old way of ministering is often tempting. If this philosophy is to succeed it will be up to the staff and elders to remain committed.

The finance ministry team has been very cooperative in this process. The entire ministry team has taken the Total Quality Ministry principles and are trying to apply them

to every phase of this ministry. They have written their mission statement with the church mission in mind. They have developed their goals and committed to achieve these goals with excellence. They have done their evaluations and are committed to the philosophy of continual improvement. The members of the finance ministry team are well on their way to embracing the Total Quality Ministry philosophy.

Principle Three: There must be a shift from numbers to building excellence into every program in the church. The goals of the church must center around excellence in every area of ministry rather than the numbers of the ministry. Numbers must be only one of many indications of effectiveness.

To achieve this goal is difficult. Far too long churches have judged the success or failure of the ministry by the number of people attending on Sunday. While numbers are important indicators of effectiveness and therefore should be used in evaluations, they should not be promoted as *the* indicator of success. Instead, the idea that quality produces quantity should be the driving force in the church.

When we introduced the Nehemiah Ministry we asked each ministry area to do three things immediately; help us rewrite the purpose statement for that area of ministry with the church mission statement in mind; develop a set of goals that the ministry team will try to achieve in the coming year with the church-wide goals in mind; develop a ministry plan for achieving those goals.

Each ministry team was given some guidelines for the development of their goals.

- Develop goals that help support the church goals for the year.
- Be sure the goals are measurable goals.
- Be sure they are achievable goals.
- Goals relating to numbers can be used so long as they help support the idea of quality in your ministry.

The finance ministry took these guidelines and came up with the following goals:

1. Begin to send out quarterly giving statements
2. Use the people on the Finance Ministry Team to reconcile the bank statements
3. Write a new set of procedures for the counting ministry team and improve the quality of controls in the counting process.
4. Conduct monthly reviews of the budget versus the actual expenditures.
5. Conduct an annual audit of the church books
6. Develop a plan for improving the stewardship commitment of the church family.

Each of these goals is concise, measurable and attainable. None of them relates to numbers. It would require us to examine the numbers of the church in order to determine the effectiveness of the ministry. The goals did relate to the way the ministry was to be conducted. Each was designed to increase commitment to quality and excellence.

Principle Four: There must be a commitment to ongoing training in the concepts of team building and continual improvement. It is not enough to give lip service to excellence. It must be evaluated and improved each and every day. Everyone involved in the ministry must receive support and training in order to improve ministry.

Training in the beginning stages of implementing the Total Quality Ministry philosophy took on the form of personal training and discussion with the staff and elders as we developed the Nehemiah Ministry. I shared written ideas and organizational structures. Each staff person and elder received a copy of The Purpose Driven Church by Rick Warren. A Chapter by chapter discussion was then conducted. This laid the ground work for the Nehemiah Ministry and the Total Quality Ministry philosophy. Later in the process staff and elders were given a copy of the Every Member Ministry by John Ed Mathison to prepare them for the ultimate goal of the Nehemiah Ministry.

In 1997 when the Nehemiah Ministry was introduced and a ministry management team selected, training continued as this group developed the ministry. A weekly meeting offered training and input.

The kick-off of the Nehemiah Ministry came and the first Community Leadership Celebration was held. The purpose of this celebration was to train the people serving on the ministry teams in goal setting and team-work. We developed a Nehemiah Ministry handbook for this training session. We also issued a handbook for each ministry in the church. Listed below is the table of contents for each Ministry Handbook. The entire handbook can be found in the appendix:

Ministry Handbook Table of Contents

- Church Purpose Statement and Core Values
- Ministry Purpose Statement
- Church Goals For The Year
- Ministry Goals and Ministry Plan For The Year
- Monthly Progress Reports
- Last Year's Recommendations
- "Count The Cost" Evaluations

Each ministry team has a team leader and an assigned staff person for support and training. A monthly newsletter called "The Nehemiah Update" has been going out to all involved in the Nehemiah Ministry. The purpose of the newsletter is three-fold; to keep the vision of the ministry before the people, to train them in team building, and to encourage the concept of every member ministry.

We completed our first Community Leadership Celebration as we introduced the Nehemiah Ministry. The purpose of this celebration was to inform, train, and inspire the

people who are going to be doing the ministry. We met in the sanctuary for a time of praise celebration and words of inspiration from the staff and the ministry management team. Then I presented the Nehemiah Ministry and what was expected of each ministry team. Then we divided into small groups by ministry departments for more training from the staff person over that department. The last thing we did was to spend time in our ministry teams praying for this ministry and its goals for the church.

Training is an ongoing goal of the Total Quality Ministry philosophy. There will be training in the monthly newsletter, there will be training by the ministry teams as they develop their support teams, the paid staff will continue to train the ministry team leaders, and we will have quarterly Community Leadership Celebrations. These celebrations will be time for us to bring in guest speakers who are experts in the fields of excellence, team building, and every member involvement. For example, the June Community Leadership Celebration featured Dr. Dale Galloway from Asbury Theological Seminary. He presented a seminar to all our ministry teams on the theology of the laity and every member ministry. For the Total Quality Ministry philosophy, training is not only critical, it is essential to the success of the philosophy.

The finance ministry team began to look for a benchmark church in the area of finance. The Southeast Christian Church in Louisville, Kentucky, is noted for their well organized administration and finance ministry. Our chairman of finance ministry and I decided to attend their leadership seminar, very valuable experience. Benchmarking is a vital part of Total Quality Ministry.

Principle Five: There must be a process of evaluating the progress of the ministry. TQM depends upon having the right data in order to make the right decision as the ministry is evaluated and improved.

When we completed our first Community Leadership Celebration we asked everyone to fill out a “Count The Cost” evaluation form. “Count The Cost” comes from the Bible story told by Jesus in Luke 14:28-33. He said no one builds a tower without first counting the cost. We believe that counting the cost is not just a one-time event. Counting the cost must be an ongoing evaluation of the ministry if it is to be meaningful.

More than 105 people are involved in the forty three ministry teams in the church. Ninty six forms were returned. The form and the results are listed below.

Table #2
Nehemiah Ministry
“Count The Cost” (N=96)

Please answer the following questions using the scale below:

1	2	3	4	5	6	7	8	9	10
Poor				Average					Excellent.

Mean

- | | | | |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----|
| • | When you think about our ministry effort in the past what would be your overall rating? | | |
| | 1 2 3 4 5 6 7 8 9 10 | | 6.4 |
| • | What potential do you feel the “Nehemiah Ministry” has for improving our ministry effort? | | |
| | 1 2 3 4 5 6 7 8 9 10 | | 8.4 |
| • | How effective do you believe our first Community Leadership Celebration was? | | |
| | 1 2 3 4 5 6 7 8 9 10 | | 7.4 |
| • | From the information shared so far, how well do you feel we did in helping you to understand our purpose, goals and plans for the Nehemiah Ministry? | | |
| | 1 2 3 4 5 6 7 8 9 10 | | 8.2 |
| • | What kind of job did we do in inspiring excitement through the Nehemiah Ministry? | | |
| | 1 2 3 4 5 6 7 8 9 10 | | 8.0 |
-

The results of the evaluation tells us that the people generally believe we are doing a better than average job in meeting the needs of the people we serve. They see great

potential in the Nehemiah Ministry and feel we have done a good job of presenting and organizing the ministry.

Information such as this is what we need in order to improve the ministry. The only way our efforts can be improved is if we know exactly where we are and what needs to be done. In our Nehemiah Ministry each ministry area has been asked to evaluate their efforts from time to time. For example, in the area of finance ministry, one of our biggest task each year is to develop a budget. We needed to know how well we were doing in meeting the needs of those who use the budget during the year. The following evaluation form was sent out one year after the Total Quality Ministry philosophy was implemented. Everyone who helped develop the budget received an evaluation form.

Table #3

Budget Process Evaluation (N=12)

	Poor	Unsatisfactory	Average	Satisfactory	Excellent		
	1	2	3	4	5		
						Pre	Post
Diff						Mean	Mean
1. Please rate your overall feelings concerning the budget process.							
	1	2	3	4	5	1.8	4.2 2.4
2. Please rate your feelings concerning the amount you have been given in your ministry area.							
	1	2	3	4	5	3.6	4.1 .5
3. Please rate your feelings concerning the effectiveness of your input on the budget process:							
Before Last Year:							
	1	2	3	4	5	3.6	4.3 .7

4. Please rate your feelings concerning the effectiveness of the input you are receiving back from the business office.

Before Last Year:

1	2	3	4	5	2.0	4.7	2.7
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The evaluation shows that the Total Quality Ministry philosophy has had a major impact upon those most involved in the budget process. This is the kind of information that every area of ministry in the church should be collecting. It allows for adjustments in ministry.

Earlier, the results of an evaluation to determine the effectiveness of a commitment to excellence in the finance ministry was presented. One year after the implementation of the Total Quality Ministry philosophy, that same evaluation was sent out to the same group of leaders. The results can be seen in Table #1 found on page 85.

The comparison of the two evaluations indicates that the Total Quality Ministry philosophy in the finance ministry is working. Room for improvement is still present and it will be up to the finance ministry Team to determine the next steps in the continual improvement process.

In the last section of this chapter I discuss the implementation of the Nehemiah Ministry. The ministry tool we used to implement the evaluation process in every area of ministry in the church will be the Nehemiah Ministry.

Principle Six: There must be transformation of lives in order for the ministry to be a success. The number of people attending a church matters not if lives are not being transformed. The bottom line for the business world is profit and loss. The bottom line for the church is transformed lives. Total Quality Ministry must result in transformed lives or it is just another church program.

In the final analysis, this is the most important of all of the six principles. In the business world the bottom line is profit and loss. In the Lord's kingdom the bottom line is transformed lives. In the writing of the Southern Acres mission statement the bottom line was put in terms of "fully devoted followers." In the Southern Acres context that is what is meant by a transformed life. The impact of the Total Quality Ministry philosophy can only be judged by the passing of time. At this point it is necessary to determine the current level of success and to set some standards for judging the success in the future.

In the past year, Southern Acres had 166 additions to its church membership. Out of that growth 61 percent was transfer growth; or what we call rearranging the kingdom growth, 15 percent was biological growth, the children of current members joining the church; and 24 percent was from conversion growth, people who are accepting the Lord and being baptized for the first time. In the Total Quality Ministry philosophy strong emphasis is placed upon the final category. Transformation of lives from non-Christian to Christian is the ultimate goal. Our goal for the coming year is to increase our conversion growth by 10 percent. This will be the task of everyone. Every ministry team is aware of this goal and has been asked to develop their goals and ministry plan with this in mind.

The second step is to determine how many fully devoted followers we have in the

church. Earlier, the criteria for determining a fully devoted follower were presented. As the Total Quality Ministry philosophy begins to filter through out the church these criteria will be used to determine the effectiveness in transforming lives. This can only be determined with the passing of time. Listed below are the criteria that will be used and the assigned points for each item.

Criteria For A SACC Fully Devoted Follower	
	Point Value
• Has placed membership with the SACC.	5
• Has made a commitment to attend at least 42 morning worship services per year.	20
• Has made a commitment to become a financial supporter of SACC. The commitment consists of signing a commitment card and making the contributions.	20
• Has agreed to attend at least one small group within the church body.	15
• Has on record with the church a Ministry Profile, determining spiritual gifts, desires and personality.	10
• Has agreed to get involved in at least one ministry area appropriate to the Ministry Profile.	20
• Has memorized the purpose statement of the church	5
• Has been personally responsible for bringing at least one new person to the church within the last 12 months.	15
• Has been involved with the Watchman Prayer Ministry, Shepherding Program, or TeleCare Program.	20
• Has been involved in a personal devotion time that consists of at least 30 minutes per week.	<u>20</u>
Total Points Possible	150

With these criteria in place one must score at least hundred points in order to be considered a fully devoted follower of Jesus. While some of these items may seem somewhat arbitrary, these are the criteria to be used in the Southern Acres context. It has a two-fold purpose; first, to give everyone in our church family a guideline for what is expected; and second, to give our leadership a measuring rod to determine the success of

our ministry. In the years to come members of our church will be asked to rate themselves with these criteria. Then the leadership will set goals and develop strategies for increasing the number of people who meet them.

Implementation of The Nehemiah Ministry

Early in the development of the Total Quality Ministry philosophy it became clear that there must be a vehicle for implementing this philosophy throughout the church life. As the paid staff person in the area of administration I was able to implement the philosophy in the area of church finance. The evaluations presented earlier show the success of this philosophy. There needed to be a program to make this a church wide effort. Dale Galloway, at a recent Frazer Memorial seminar, said, "God has never given me any thing of significance to do that I could do alone." Such is the case with the implementation of the Total Quality Ministry philosophy. The effort of everyone in the church will be necessary. In Chapter 3 the basics of the Nehemiah Ministry were presented.

In order to present the results of the Nehemiah Ministry, the status of the twelve goals for the ministry will be discussed. The ultimate success or failure will be determined by several years of operation and the embracing of the Total Quality Ministry philosophy under the Nehemiah Ministry context.

Goal One: Transition the church board to ministry teams and a ministry management team. This process is well under way. The elimination of the church board was in process when I arrived at Southern Acres Christian Church. An organizational structure to replace the joint board concept was set in place by the Nehemiah Ministry. The history of the

joint board at Southern Acres was a typical one for the Christian Church. In the beginning stages of the church it was the main decision-making body. The church elected deacons and elders who met monthly to conduct the church business. As time went on the decision-making process moved more to the elders and away from the joint board of elders and deacons. The board eventually moved to quarterly meetings. Frustration over these quarterly meeting was evident when I arrived. Most of the deacons felt board meetings just rubber stamped the decisions the elders had already made, an accurate assessment. The church constitution called for joint board meetings to approve church business.

The process is under way to eliminate the joint board. The decision-making process now require three levels. First, church elders will still have oversight of the entire ministry. Second, the ministry management team will make decisions about the ministry operation of the church. Third, each ministry team has the power and resources to carry out their area of ministry.

A ministry task force will be appointed later in 1998 to rewrite the church by-laws and constitution to reflect the changes that are being made. Until this is complete there will be brief board meetings held at the end of each Community Leadership Celebration. By the end of the year there will no longer be a joint board of deacons and elders at Southern Acres Christian Church.

Goal Two: Rewrite the church by-laws and constitution. An appointed ministry task force will be appointed by July 1, 1998 to complete this task. By the November congregational meeting the work of this task force is to be completed.

Goal Three: Establish a ministry management team (MMT). This goal has been completed. A group of six leaders selected from their ministry profiles is now in place. Each member of the MMT has strong gifts in administration and shepherding. They come from a broad range within the church. Three elders, one deacon, and two who do not serve in an official role but are active in other areas of ministry make up the MMT. The MMT will serve for a three-year period. To begin this ministry two will serve for one year, two will serve for two years, and two will serve for three years. New members will serve for three years. The MMT meets monthly to oversee the operation of all ministry teams in the church. Each MMT member has been assigned a ministry department. Each member of the MMT works closely with his or her assigned department and ministry team leaders in that department. The ministry management team representatives are responsible to see that every ministry team has a clearly written purpose statement that supports the church mission statement. To see that every ministry team has a set of goals that help support the church goals is also part of the responsibility of the MMT. The MMT is also responsible to see that names of volunteers are given to the proper area and that these people are contacted and used in ministry. Monthly progress reports are turned in to the MMT and each ministry team is being monitored to see that they function as they should. The MMT also issues a monthly report to the elders on the progress of the ministry effort.

Goal Four: Develop Ministry Profiles on all church leaders. Developing Ministry Profiles is an on going effort. Each deacon and elder was given a Ministry Profile to fill out. A total of forty six profiles were given out and currently we thirty two profiles on file. These profiles were used to select the three-person ministry teams. This ministry

profile will grow each year as more and more leaders fill out the profiles. The ministry profiles will be an ever-increasing source for selecting leaders in the ministry.

Goal Five: Develop a volunteer ministry survey to be given to the entire church. With the help of the staff, a ministry involvement opportunities commitment card was developed. Staff persons turned in lists of ministry opportunities in their areas. These were compiled into one complete list of ministry opportunities available in the Southern Acres ministry. The benchmark church used was Frazer Memorial United Methodist Church in Montgomery, Alabama. The commitment card was mailed out to everyone in our church family. A total of 1253 cards were mailed out. We received 153 cards back and 548 different ministry areas were marked on the cards. These names and their selections were entered into our church management software. A list of people who volunteered for ministry was given out to the appropriate ministry areas. Team leaders were instructed to contact each name on their list. Team leaders were encouraged to use these people in their ministries. If they had more volunteers than they needed, they were asked to see how they may expand their ministry effort to include these people.

The less than 2 percent return rate was extremely disappointing. The ministry management team is evaluating this low return rate. Our benchmark church, Frazer Memorial, has a follow-up team that calls everyone who does not turn in their commitment card. This may be an option in the future. At this point the ministry management team has decided to focus on the new people coming into our church. The goal is to build on this foundation each year until the entire church catches this vision.

Goal Six: Develop the ministry areas necessary to meet the needs of our people.

Developing ministry areas to meet the needs of any church is an ongoing process. Shifting the ministry from a top-down to a bottom-up ministry will help with this goal. As the Total Quality Ministry philosophy permeates the church, it will become clear that each ministry area, or even each member, will be encouraged to suggest or begin new ministries to meet the needs of our people. The ministry management team will continually evaluate the ministry effort to see that needs are being met. The MMT is responsible to encourage the beginning of new ministries and the killing of old ministries that no longer meet needs.

Goal Seven: Appoint servants in each ministry area based upon their ministry profile.

This process has begun. This past year there were forty three ministry teams in the church. Each ministry team had three people appointed to lead that ministry, total of 129 positions of leadership. No one person was to hold more than two positions of leadership. Seventy eight different people were appointed in these 129 positions. Thirty two ministry profiles were on hand as we began the selection process. This means that 41 percent of the leadership positions in the church were filled using the Ministry Profiles of our leaders. In the coming years this percentage must increase until 100 percent of leadership positions are filled using ministry profiles.

Goal Eight: Emphasize serving and meeting needs. Of all the goals set for this ministry this one is the most difficult to evaluate. A constant theme in our Nehemiah Ministry is the commitment to meeting needs. At each training session this goal is mentioned. The Nehemiah Ministry Update newsletter always carries at least one article

concerning this subject. Achieving this goal does not occur at any one particular point in time; it is ongoing and must become part of the church climate.

Goal Nine: Give a list of volunteers to each ministry area that relates to their needs.

The ministry involvement opportunities commitment card is broken down into ministry departments. Each ministry management team member is given a ministry department.

The names of volunteers in each ministry department from the ministry opportunities commitment card are given to the MMT representatives. They then contact the ministry team leader in their area with the names and make sure these people are contacted and used in ministry. The form below is given to each team leader.

Ministry Involvement Opportunities Commitment

Ministry Area: _____

MMT Contact _____

Ministry Team Leader _____

Volunteers Name

Phone #

Date Contacted

Response:

The MMT member will give this form to the appropriate team leader and ask him or her to make the contact. The completed form will then be turned in to the administrative office. This assures that everyone who has volunteered to serve has been contacted. Of the 153 people who volunteered, 148 have been contacted.

Goal Ten: Focus on the concept of continual improvement, “Everyday in some way improve your ministry.” This is also a long-term goal. It must become a mind set within the church. Everyone must own this concept if it is to become a part of the church life. In our Nehemiah Ministry we talk about this concept often. We write about it in our monthly newsletter. Everyone involved in the ministry is asked to turn in names of individuals or ministry teams that exemplify of continual improvement. People who not only meet but exceed the expectations of the people we are to serve is who we want to recognize. Individuals who change the way they do ministry in an effort to improve the end results are the ones we want to honor.

Each month in our Nehemiah Ministry Update newsletter we give away a “Continual Improvement Award.” Our goal is to recognize and reward those who have caught the vision of the Total Quality Ministry philosophy. Exercising ministry from the bottom up are the people we want to praise. The impact of this continual improvement concept will grow with time. As more people in the ministry see their role as instruments of change and improvement, the overall effect of the ministry will also improve.

Goal Eleven: Commit to continual evaluation of the ministry. One of the keys to the success of the Total Quality Ministry philosophy will be our ability to evaluate each area of ministry on a regular basis, collecting useful data and implementing change for improvement as needed. Each ministry team has evaluation forms in their handbooks. Twice a year they are asked to evaluate their ministry area and determine if they need to make changes in order to achieve their goals. The evaluation form is simply a tool to help them think through what is going on in their ministry area. The final year-end evaluation

includes a section for recommendations. The ministry team is asked to review their evaluations and make recommendations to next year's ministry team for improving the ministry effort.

The finance ministry team followed this process and discovered several areas that needed improvement. First, they found no written policies and procedures for purchasing. The consensus of the ministry team was that they should develop policies and procedures of purchasing within the church. The team leader in the counting ministry discovered that their policies and procedures needed improvement. That team developed a new set of policies and procedure for that area of ministry.

These are just a couple of examples of many things the finance ministry team found in their evaluations that needed to be corrected. The evaluation process is a vital step in the continual improvement process of the Total Quality Ministry philosophy. Every ministry team is asked to follow this same procedure. The end result has been a continually improving ministry.

Goal Twelve: Provide a means for continuity in each ministry area. Before the implementation of the Total Quality Ministry philosophy, each area of ministry had a new committee every year. In December of each year came a massive change of leadership, like reshuffling a deck of cards. Little communication between the committee leaving and the one taking over was taking place.

The Total Quality Ministry philosophy did several things to correct this problem. First, selecting people to serve based upon their ministry profiles brought more satisfaction and fulfillment to those serving. Second, length of service on any given ministry team is

determined by the role of that ministry. We found some ministry teams such as personnel, needed longer than one year to accomplish the goals they set. Ministry team such as ushering may need to be changed once a year. The length of the ministry appointment was determined by the ministry team itself. Third, we decided to always keep at least one person on a ministry team for continuity. We never replace all three members at the same time. Finally, we encourage people to find their ministry and stick with it. If someone finds an area of ministry that they enjoy and God has gifted them to perform, then stay with it and improve it to not only meet expectation, but exceed what is expected.

In the area of finance two individuals have been serving throughout the implementation process of the Total Quality Ministry philosophy. Both of these people are well qualified and excited concerning this ministry. They have been the driving force behind many of the improvements in this area.

The Nehemiah Ministry is now a part of the SACC life. The Total Quality Ministry philosophy is the bases of this ministry. In Chapter 5 we will look into the future of SACC and how this ministry and philosophy will impact that future.

CHAPTER 5

Summary and Conclusions

The ministry philosophy of Total Quality Ministry has great merit. Total Quality Ministry is not a one-time commitment or a program that can be announced into existence. A long-term commitment to excellence and quality that must be shared by everyone in the church is what Total Quality Ministry is all about. Such a challenge will only happen with time. The possibilities for ministry effectiveness and transformed lives are worth the time and the effort.

In February of 1995, SACC was headed for a crisis situation. A great ministry well known for its love and discipleship was suffering from a lack of administrative structure.

Church leadership knew that a problem existed. The leadership team was looking for outside help to head off the crisis. My arrival in 1995 with the idea of the Total Quality Ministry philosophy was well received by the leadership. Their focus was on the financial crisis. The real problem, however, was a lack of administrative structure.

The leaders of the church made a verbal commitment to excellence and quality. Pockets of excellence appeared throughout the ministry. The problem was that excellence and quality was not intentionally built into the entire ministry. The Total Quality Ministry philosophy were designed to build an administrative structure that would impact the entire ministry.

The administrative structure implemented came in the form of the Nehemiah Ministry. The purpose of the ministry was threefold; to set a standard for excellence and quality;

was to develop a way of identifying spiritual gifts and desires; and to increase the involvement of people in the ministry at SACC.

Impact of The Literature

The Bible sets forth the standard for excellence. The Old Testament prophets of Moses and Nehemiah provided the inspiration and structure for the Nehemiah Ministry and the Total Quality Ministry philosophy. God provided them with just enough instruction on developing an administrative structure that it provided the basis for our study. In all of the biblical research done for this study, the idea of excellence and of structure in ministry was very clear.

Research also provided the information needed to develop the Total Quality Ministry philosophy by examining the business concept of Total Quality Management. The adaptation, at least on paper, of this secular philosophy was much easier than I expected. When something is truthful and effective it is almost always from God.

Church growth literature provided the support needed to introduce a different way of doing ministry. Throughout the literature common themes prevailed; the idea of strong leadership, the need for excellence and quality built into the ministry, identifying and meeting the needs of the people being served. This information provided the support needed to introduce and stay the course toward a successful Total Quality Ministry philosophy.

Finally, three benchmark churches were of major importance to this study. They provided much of the framework on which the Nehemiah Ministry was developed. They

allowed me to introduce a new way of ministering in the SACC context without reinventing the wheel.

This study has been able to take the current church growth literature and integrate it with a successful secular philosophy and provide a framework on which to develop future administrative structures. Any church wishing to put into place an administrative structure based upon quality and excellence may use this study to begin the process. A successful adaptation will require a close examination of one's own context but the philosophy is in place.

Summary of the Study

The standard for excellence and quality came from the Nehemiah Ministry based upon the Total Quality Ministry we introduced. The leadership of the church began by writing a clear and concise mission statement with a set of core values. They also developed a set of goals for the year. This information was shared with the entire church.

The next step was to select a three-person leadership team for each of the forty-three ministry areas in the church. This selection based upon their ministry profiles. Each ministry team was asked to do several things; first was to help the ministry management team rewrite their purpose statement. The rationale was that the members of the team are doing this ministry and should have input into the purpose of that ministry. The purpose statement was to be written with the church mission statement as a guide. Every ministry area was requested to support the overall mission of the church.

The next step for each ministry team was to develop yearly goals. Once again, the overall church goals were to be supported by the individual ministry team goals. Each

ministry team was also asked to develop a ministry plan for achieving those goals, including how many people were needed to carry out the ministry goals. The people required to carry out the ministry would come from the ministry involvement opportunities commitment cards.

The final step in the plan was for each ministry area to evaluate their ministry at least twice a year. Through this evaluation the members would determine what was needed to improve their ministry area. At the end of the year each ministry team would write recommendations to the ministry team that would follow. At least one person and, in some cases, two or even all three team members would remain on the ministry team the next year. This would give continuity to the ministry.

The plan is in place and functioning at SACC. Several years will be necessary to see the ultimate results. The focus of this study was concentrated upon the Total Quality Ministry impact upon the finance ministry of the church. The survey conducted indicated that this area of the ministry needed the greatest attention. Little confidence was shown in the way this ministry was being carried out.

In 1995 I introduced the Total Quality Ministry philosophy to the finance area of the ministry. I worked closely with the ministry team to see that this philosophy was instituted in this area of the ministry. We began with an evaluation of the needs.

The biggest problem was one of poor policies and procedures for the handling of money within the church. This problem was addressed and corrected. Then our attention turned to the rebuilding of confidence within the church body for the finance ministry. Producing accurate and frequent financial reports for the leadership and the congregation

was the first change instituted. Second, accurate giving statements were developed and distributed on a quarterly basis. The people began to see the commitment to quality and excellence within the finance ministry. The finance ministry area was setting the standard for the rest of the ministry to follow.

When the church leadership developed its mission statement, the finance ministry rewrote its purpose statement to reflect the church's mission. They also developed their goals to help support the church goals. All of this was done to build excellence, quality, and confidence in the finance ministry. The evaluation of the ministry conducted before and after the introduction of the Total Quality Ministry philosophy shows a vast improvement in the commitment to quality and excellence in this area of the ministry. It also shows that the confidence level in the ministry improved as well.

The most dramatic impact Total Quality Ministry has had upon the ministry at SACC is in this area of the finance ministry. This area of ministry needed the most attention, therefore the Total Quality Ministry philosophy had its biggest impact in this area. Other areas of ministry will take longer to see the full impact of this philosophy of ministry.

The Future of Total Quality Ministry

The future for the Total Quality Ministry philosophy at SACC looks bright. After several years of commitment to this philosophy, the entire ministry will begin to improve and quality and excellence will become a part of the entire ministry. The unified effort of the ministry will become evident and the continuity of the ministry will begin to take effect. Again, it must be understood that Total Quality Ministry is not a one-time

commitment. It is an ongoing commitment that builds year after year. This process is well under way at SACC.

Theologically, most churches minister in a way consistent with biblical teaching. They minister from the top down. The paid staff and a few select leaders are doing the ministry and the congregation watches ministry being done. At best, the congregation become helpers in the clergy's ministry. This study claims the Bible teaches a different ministry, it teaches the "priesthood of all believers". Melvin J. Steinbron says "In the first reformation, the church gave the Bible to the people. In the second reformation, the church gave the ministry to the people" (50).

The Total Quality Ministry philosophy through the Nehemiah Ministry is designed to help carry out the second reformation. To develop ministry from the bottom up is the goal. To free and empower people to "do the work, which God has prepared in advance for them to do" (Ephesians 2:10), is the challenge.

I must admit that I became very excited when I saw the ministry teams begin to develop their purpose, set their goals and develop ministry plans to achieve those goals. I witnessed people stepping up and doing ministry without the aid of the paid staff. Men and women are beginning to think about what needs to be done in ministry. Realizing that they are responsible for the ministry at SACC the people are beginning to take ownership of the ministry. The Total Quality Ministry philosophy encourages ministry from the bottom up.

The leadership of the paid staff and elders is still a vital part of the Total Quality Ministry philosophy. They must continue to look at the big picture and set the vision for the church. They will have to stay in touch with God's will and God's vision for the church. In fact, the key to the Total Quality Ministry success is leadership's ability to stay in touch with God and to convey God's vision to the people.

In the sixth chapter of Acts, the apostles found they were being pressured to do ministry among the people. They resisted this temptation. Instead, the disciples had the people call men filled with the Holy Spirit to do the ministry in order that they might devote themselves to prayer and the word of God.

This sets the example for twenty-first century leadership. Devote yourselves to prayer and the word of God; and only then will God give you the vision to give to the people. The people will know what kind of ministry God wants for the church; and how they are to carry out that ministry. God has gifted his people to minister, and God's people have a desire to minister. They must be empowered and encouraged to do the work of the ministry.

In Exodus 18 Moses was told, "What you are doing is not good. You and these people who come to you will only wear yourselves out." Moses was given God's message on how to minister through his father-in-law. Simply put, it was to divide up the work among the people and empower and encourage them to do the ministry.

Moses was to stay close to God and deal only with the more difficult cases. God's leaders need to spend more time with God and less time doing the work of the ministry. They must spend more time training God's people how to minister and less time doing

ministry. The Total Quality Ministry philosophy encourages leaders to lead from the will of God. That can only be done if the leader is in touch with God. If the leader is in touch then God's people will be freed to do the work of the ministry.

Lindgren and Shawchuck wrote, "From the time of Moses, one of the distinctive threads found woven throughout the biblical story is a recurring emphasis on setting free the people of God to serve him" (9). The premise of empowering the laity for ministry, is the essence of Total Quality Ministry,. Total Quality Ministry affirms that it takes all of God's people to do all of God's work in his church today.

God's way of ministering to his people is from the bottom up. Over the past two thousand years we have developed a top-down ministry. If the church is to be all God intended it to be, we must reverse this trend. God's people committed to excellence and quality and empowered to do the work of the ministry will multiply the church like it has never before. Total Quality Ministry philosophy, with a well-organized administrative structure, can accomplish this goal.

This study was conducted within the context of Southern Acres Christian Church. More study must be done to determine if this philosophy will work in other churches and other context. Every church must first study its context to determine what will and will not work.

In this two-year journey at Southern Acres, I discovered that many things I thought would work did not because of the context. For example, I found the church was even more sensitive to terminology than I thought. Early in my research I read an article by Michael Rothschild. The premise of the article was to watch the words you use within

your context because words have the potential to convey messages you never intended. “Language is the source of culture, including corporate culture. Language shapes mindset.” He goes on to say, “Most people in most companies simply cannot understand why continuous quality improvement is so vital (19).” If “church” is substituted for “company,” the implications are obvious.

When I first cast the vision of Total Quality Ministry I found many people resisting the concept. At first I did not know why. In conversation with the leaders I learned that the terminology was too close to the business concept of Total Quality Management. The leaders did not want to “bring the world into the church.”

From that point forward I did not use the terminology Total Quality Ministry although the philosophy remained the same. I was careful, however, not to set up a roadblock to the ultimate goal by the use of what was perceived as business terminology.

The Nehemiah Ministry began with the title “Ministry System of Operation.” The feedback I received convinced me that the name was too secular and businesslike. In my administrative mind, this seemed like a perfect name to describe what we were doing but I discovered the people needed a more biblical connection. Our ministry management team came up with the title of Nehemiah Ministry.

Nehemiah had a big job to perform. He knew he could not do it alone, so he engaged all of God’s people to carry out his vision. Each group of people took on the responsibility of building one section of the wall. The wall was completed in record time. The work of the ministry at Southern Acres Christian Church is obviously too big for any one person. It requires all of God’s people assuming responsibility and building together

what we can not build alone. The Nehemiah Ministry seemed to capture our goal of ministry of excellence from the bottom up.

Each church trying to implement a Total Quality Ministry philosophy will have to examine its own context. A ministry system cannot be developed that will work in every setting. Ministry only occurs in a given context and the ministry system must match that context. The basic principles of Total Quality Ministry will work in any context. The ministry systems used to implement these principles will vary.

As Total Quality Ministry is a long-term, not a one-time, commitment, it can only be judged after years of practice and evaluation. Quality stressed over time is the only way to achieve the goal of quality and excellence in ministry, each ministry taking hold of the slogan, "Every day in some way improve your ministry."

I was very surprised at the resistance given to this effort. The old cliché, "We have never done it that way before," is a real mind set. No one in leadership would ever say those words out loud, but resistance to change says it loud and clear.

I attended a seminar at Frazier Memorial United Methodist Church in Montgomery, Alabama, which concerned the involvement of laity in the ministry. I came away from Frazier thinking, "I am on the right track." I realized that I must have the courage to stand up to resistance and see this philosophy through.

The results of the past two years have convinced me that the Total Quality Ministry philosophy has great potential, not only for Southern Acres Christian Church but for any church willing to commit to the philosophy. A long-term commitment to the philosophy is

necessary. A leadership team that is willing to stand up to resistance is essential but the end result will be worth the effort.

If the Total Quality Ministry philosophy is to succeed at Southern Acres, the ongoing process of evaluation and gathering of important data must continue. If the evaluation process stops, the philosophy will soon fade. Continual improvement depends upon the gathering of accurate data, the evaluation of the ministry effort, and the willingness to adjust the ministry to improve the results. Continual improvement of the ministry is what Total Quality Ministry is all about.

Total Quality Ministry values a continual process of innovation in ministry. God's people using their gifts, talents, and interest to improve the way ministry is being done. Learning how to not only meet the needs of people seeking the church, but also exceeding what is expected.

"We all need to reinvent what we are up to. It's a matter of survival" (Kallestad and Schey 121). If the church is to survive in the twenty-first century, it must be willing to transform the way it has been doing ministry. Total Quality Ministry provides the bases for that transformation. The Bible tells us to not be conformed but to be transformed by the renewing of our minds. We can no longer do ministry as we have done it in the past. Our consumer society expects quality and excellence. If we are to be the church God intends us to be, we must be a church committed to quality and excellence.

For all of us who love the church it is time to take a stand for quality in ministry. I feel certain I am about to make a statement that is a personal bias, but I believe quality in

ministry must begin with the administrative structure of the church. God is in the details. If we take care of the small details, everyone will see the need to do their ministry with excellence. Total Quality Ministry philosophy impacts everything the church does, from the emptying of trash cans to the preaching of the sermon.

The business world is ahead of the church in the commitment to quality and excellence. They realize that their ability to survive in the twenty-first century depends upon their commitment to quality. The church also must realize that in the twenty-first century a successful church will make a total commitment to quality and excellence.

God's ministry deserves quality efforts, quality thinking, quality service, quality management, and quality commitment. Some may object to this philosophy by saying it promotes "works righteousness" or a "theology of glory." Nothing could be further from the truth (Kallestad and Schey 124).

Total Quality Ministry is placing all that we have, all that we can or will be under the management of God. Being good stewards of the gifts and talents God has given us is what Total Quality Ministry is all about. Giving God the very best, lest we forget the ministry in which we serve is not our ministry. It belongs to Jesus. He paid for it with his blood. We serve to honor him. Does he not deserve the very best?

Key Lessons for Future Study

One of the key ingredients to the Total Quality Ministry philosophy is the importance of continual evaluation and improvement. Southern Acres Christian Church was introduced to the Total Quality Ministry philosophy in the summer of 1995. The process

has been slow but steady. As I evaluate what has taken place during the past two and one-half years, there are several key observations that need to be made and considered whenever this philosophy is used. Future study of this philosophy will be well advised to do more research into these areas.

- **Context:** Whenever the Total Quality Ministry is attempted a complete study of the church context must be made to determine the best approach to its implementation and realization. Ministry only happens within a context. Be sure you know your context.
- **Leadership:** The success or failure of the Total Quality Ministry philosophy depends upon the commitment of the leadership team. If the leadership of the church is not completely sold on the philosophy it is almost impossible to succeed. The congregation will never catch the vision without the leadership's support.
- **Small Steps:** The Total Quality Ministry philosophy is a new way of doing ministry. It requires a total change in the way the church functions. People do not like change and massive change is even more difficult to implement. If total Quality Ministry is to have a chance it must be implemented in small steps. One ministry area at a time with the proper leadership to carry out the change.
- **Journey:** Total Quality Ministry is a process it is not a destination. Time is the essential ingredient. One must believe in the philosophy and stay the course no matter what the opposition.

- **Ministry from the Bottom up:** Vision and direction comes from the top, ministry must come from the bottom. During the past two thousand years the church has been doing ministry from the top down. The Total Quality Ministry philosophy must empower people to take ownership of the ministry.
- **Transformation:** Total Quality Ministry is just another philosophy if the church is not transformed into a more biblical organism. The Nehemiah Ministry is just another church program if the people are not transformed into fully devoted followers of Jesus. Everything we do is about transformation of lives.

Recommendations

If any church desires to be succeed in the twenty-first century this study would recommends that it commit to a ministry that is focused on excellence and not on numbers. The world of the future will continue to demand excellence. Barna writes,

“the notion of ‘church growth’ has fallen from favor in ministry circles; the concept is criticized for placing too much emphasis on numbers, not enough focus on quality. The new buzz term is ‘church health’ (5).

Total Quality Ministry has as its foundation “church healthy” not “church growth.” Total Quality Ministry may not be the only answer to the problem but every church must deal with this issue if it wishes to sustain growth in the future.

Barna goes on to say that the seminars and conventions in the future will spend much time discussing this issue. Much study needs to be given to the work done in this study. The unresolved issue in this study can only be resolved with time. The impact of the

Nehemiah Ministry based on the Total Quality Ministry philosophy can only be judged with the passing of time.

One other issue still unresolved in this study is the impact on church involvement through the ministry opportunities commitment card program. During the next few years an emphasis upon the involvement of the people will be stressed. This area will need to be closely monitored. A key principle of the Total Quality Ministry philosophy can be found in success of this program.

Conclusion

The Japanese have a term for continuous improvement, “kaizen.” Kaizen is about the commitment to make small improvements each and every day. Our ministry slogan is “Every day in some way improve your ministry.” The Total Quality Ministry philosophy is “kaizen.” Each of us must focus on improving what we are doing. Continuous improvement in the twenty-first century is not optional, it is essential. This commitment to continuous improvement, kaizen, transformed not only the perception but the reality of Japanese products from 1960 to today.

1960	Today
Junk	High Quality
Crummy	State of the Art
Second Rate	First Rate
Worst Choice	Best Choice

What changed? There were many factors, but among the biggest were these two: first, commitment to quality by everyone involved; Second, encouragement of leadership to allow the workers to be involved in the innovation and decision making process. The

church needs transforming in the way it does ministry. This transformation can happen when everyone involved in the ministry is committed to quality and excellence, and God's people are empowered to be innovative and creative. In other words, it is ministry from the bottom up.

In the Total Quality Ministry philosophy, one must keep in mind that quality and excellence is a journey, not a destination. A journey that God will lead and bless. In the Total Quality Ministry philosophy, it takes all of God's people committed to excellence to do all of God's work. Welcome to twenty-first century ministry.

Nehemiah Ministry “Count The Cost”

Please answer the following questions using the scale below:

1	2	3	4	5	6	7	8	9	10
Poor				Average					Excellent

When you think about our ministry effort in the past what would be your overall rating?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

What potential do you feel the “Nehemiah Ministry” has for improving our ministry effort?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

How effective do you believe our first Community Leadership Celebration was?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

From the information shared so far, how well do you feel we did in helping you to understand our purpose, goals and plans for the Nehemiah Ministry?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

What kind of job did we do in inspiring excitement through the Nehemiah Ministry?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Please share your thoughts and input below:

What do you like best about our Nehemiah Ministry? _____

What would you like to see different about our Nehemiah Ministry, how could we improve it? _____

(use the back for additional comments)

Continual Improvement

Date _____

Name _____ Ministry Area _____

Please fill out the evaluation below. The scale is from 1 - 20. Keep in mind that 1 is extremely poor, 20 is excellent and 10 is to be considered average.

Example: I feel the progress made on our Family Life Center deserves the following rating:

_____ 5 _____ 10 _____ 15 _____ 20

1) I would give the following overall rating to this ministry area to date.

_____ 5 _____ 10 _____ 15 _____ 20

2) I feel the progress we made to date toward our yearly goals deserve the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

3) I feel our team effort deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

4) I feel the goal of "everyday in some way improve your ministry" deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

5) I feel the progress on achieving our goals to date deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

Yearly Evaluation Form

Name _____ Ministry Area _____

Year _____ Date _____

Please fill out the evaluation below. The scale is from 1 - 20. Keep in mind that 1 is extremely poor, 20 is excellent, and 10 is to be considered average.

Example: I feel the FLC impact this year on the ministry of SACC deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

1) I would give the following overall rating to this ministry area this year.

_____ 5 _____ 10 _____ 15 _____ 20

2) I feel the progress we made this year toward our goals deserve the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

3) I feel our ministry team ability to work together deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

4) I feel the number of times we met during the year deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

5) I feel the goal of "everyday in some way improve your ministry" deserves the following rating for this year.

_____ 5 _____ 10 _____ 15 _____ 20

6) I feel our ability to achieve goal 1 this year deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

7) I feel our ability to achieve goal 2 this year deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

8) I feel our ability to achieve goal 3 this year deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

9) I feel our ability to achieve goal 4 this year deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

10) I feel our ability to achieve goal 5 this year deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

Year End Recommendations

Name _____ Ministry Area _____

Date _____

After serving on this ministry area for the past year I would like to submit the following recommendations for improving this ministry:

Recommendation for Ministry Chairman _____

Recommendation for Team Members

Suggested goals: _____

Other Recommendations: _____

Ministry Chairperson Evaluation

Ministry Area: _____ Chairperson Name _____

Sign: _____ Date _____

Please fill out the evaluation below. The scale is from 1 - 20. Keep in mind that 1 is extremely poor, 20 is excellent, and 10 is to be considered average.

1) I feel our chairperson deserve the following overall rating.

_____ 5 _____ 10 _____ 15 _____ 20

2) I feel his\her ability to organize our ministry area deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

3) I feel his\her ability to lead us in setting goals deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

4) I feel as a leader his\her ability deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

5) I feel his\her ability to keep us focused on the church purpose deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

6) I feel his\her ability to lead us in achieving our goals deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

7) I feel my best recommendation for this person to repeat as chairman of this ministry area deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

8) I feel my best recommendation for this person to serve as a chairman of another ministry area deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

Comments: _____

Budget Process Evaluation

August 13, 1996

Poor	Unsatisfactory	Average	Satisfactory	Excellent
1	2	3	4	5

1. Please rate your overall feelings concerning the budget process before last year.

1	2	3	4	5
---	---	---	---	---

2. Please rate your overall feelings concerning the budget process last year.

1	2	3	4	5
---	---	---	---	---

3. Please rate your feelings concerning the amount you have been given in your ministry area.

1	2	3	4	5
---	---	---	---	---

4. Please rate your feelings concerning the effectiveness of your input on the budget process.

Before last year:

1	2	3	4	5
---	---	---	---	---

Last year:

1	2	3	4	5
---	---	---	---	---

5. Please rate your feelings concerning the effectiveness of the input you are receiving back from the business office.

Before last year:

1	2	3	4	5
---	---	---	---	---

Last Year:

1	2	3	4	5
---	---	---	---	---

6. What do you like best about the budget process we are currently using.

7. What do you like least about the current budget process we are currently using?

8. If you could make a suggestion that you believe would improve the process what would it be?

9. Do you have any other suggestions to improve the ministry of the business administration office?

6. What

—

7. What

—

8. If you
would

—

9. Do you
admin

—

Ministry Profile

Please find listed below the areas of Ministry we are currently serving. Read through each area and mark the areas in which you would be willing to serve. It will be our goal to match you to a ministry area in which you have gifts and a desire to serve. This questionnaire will help us in determining you area of service.

Name _____

Outreach Ministry

Benevolent Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Missions Ministry

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Scholarship Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Urban Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Discipling Ministry

Evangelism\Barnabas Ministry

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Men's Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Women's Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Shepherding Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Worship Ministry

Baptism Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Music Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Service Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Usher Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Education Ministry:

Bible Fellowship\Care Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Athletics Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Youth Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Teen Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Preschool Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Grade School Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Administrative Ministry

Finance Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Counting Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Nomination Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Personnel Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Dream Team Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Computer Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Video Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Property Maintenance Ministry:

Grounds Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Building Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Security Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Transportation\Shuttling Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Parking Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Please list below any other area of ministry in which you would like to serve. Please list what, if any ministry area, you would be willing to serve as a Ministry Team Leader. Share any comments or suggestions for improving our ministry:

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slightly textured appearance and some minor discoloration or shadows, suggesting it's a physical scan of a piece of paper. There is no handwriting or other markings on the page.

Ministry Profile Elders

We will be asking each Elder to oversee one of our six major ministry areas. This too will be based upon gifts and personal desires. To help us best accomplish this task please fill out the questionnaire below:

Name _____

Outreach Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Discipling Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Worship Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Education Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Administrative Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Property Maintenance Ministry:

I would like to serve on this ministry team _____
 I am willing to serve on this ministry team _____
 I do not want to serve on this ministry team _____

Ministry Profile

Unwrapping My Gifts Instructions

Please, read over the brief explanation of each gift presented. Then place a check mark in the box that best describes your impression of that gift. Keep in mind, this is your impression of your gifts. You may feel positive about more than one of these gifts. God has blessed each of us in different ways. Your feeling about these gifts will help us determine your area of service.

If you have any questions, feel free to give us a call.

Unwrapping My Gifts

Name _____

The Bible does not lock us into tight restrictions as to the number of spiritual gifts, or even their definitions. The four major lists of gifts are found in Romans 12:3-8, 1 Corinthians 12:1-11, 27-31, Ephesians 4:11-12, and 1 Peter 4:9-11 but there are other passages that mention or illustrate gifts not included in these lists.

All gifts are given to help the church fulfill its purposes. So we've categorized this list of gifts according to SACC's purposes.

As you read through this list, check off your initial impression concerning yourself. Remember, you can have many gifts.

GIFTS THAT COMMUNICATE GOD'S WORD (to both unbelievers and believers)

PREACHING (Prophecy)

1 Corinthians 14:3

The ability to publicly communicate God's word in an inspired way that convinces unbelievers and both challenges and comforts believers. The ability to persuasively declare God's will.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

EVANGELISM

Acts 8:26-40

The ability to communicate the good news of Jesus Christ to unbelievers in a positive, nonthreatening way. The ability to sense opportunities to share Christ and lead people to respond with faith.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

MISSIONS

1 Corinthians 9:19-23, Acts 13:2-3

The ability to adapt to a different culture in order to reach unbelievers and help believers from that culture.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

GIFTS THAT EDUCATE GOD'S PEOPLE

TEACHING

Ephesians 4:12-13

The ability to educate God's people by clearly explaining and applying the Bible in a way that causes them to learn. The ability to equip and train other believers for ministry.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

ENCOURAGEMENT (Exhortation)

Acts 14:22

The ability to motivate God's people to apply and act on Biblical principles, especially when they are discouraged or wavering in their faith. The ability to bring out the best in others and challenge them to develop their potential.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

WISDOM

I Corinthians 2:1,6-16

The ability to understand God's perspective on life situations and share those insights in a simple, understandable way. The ability to explain what to do and how to do it.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

DISCERNMENT

1 John 4:1-6

The ability to distinguish right from wrong, truth from error, and to give an immediate evaluation based on God's word. The ability to discern whether the source of an experience is Satan, self, or God's Spirit.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

KNOWLEDGE

Daniel 1:17

The ability to discover, collect, analyze, and organize information that is vital to individual believers or the entire church family. The ability to comprehend a large amount of information and provide it when needed for effective decision making.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

GIFTS THAT DEMONSTRATE GOD'S LOVE

SERVICE

Acts 6:1-7

The ability to recognize unmet needs in the church family, and take the initiative to provide practical assistance quickly, cheerfully, and without a need for recognition.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

MERCY

Luke 10:30-37

The ability to detect hurt and empathize with those who are suffering in the church family. The ability to provide compassionate and cheerful support to those experiencing distress, crisis, or pain.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

HOSPITALITY

1 Peter 4:9-10

The ability to make others, especially strangers, feel warmly welcomed, accepted, and comfortable in the church family. The ability to coordinate factors that promote fellowship.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

PASTORING (Shepherding)

1 Peter 5:2-4

The ability to care for the spiritual needs of a group of believers and equip them for ministry. The ability to nurture a small group in spiritual growth and assume responsibility for their welfare.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

GIVING

2 Corinthians 8:1-7

The ability to generously contribute material resources and/or money beyond the 10% tithe so that the body may grow and be strengthened. The ability to earn and manage money so it may be given to support the ministry of others.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

GIFTS THAT CELEBRATE GOD'S PRESENCE

ARTS & CRAFTS

Exodus 31:3-11

The ability to build, maintain, or beautify the place of worship for God's glory. The ability to express worship through a variety of art forms.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

INTERCESSION

Colossians 1:9-12

The ability to pray for the needs of others in the church family over extended periods of time on a regular basis. The ability to persist in prayer and not be discouraged until the answer arrives.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

GIFTS THAT SUPPORT ALL FOUR PURPOSES

LEADERSHIP

Hebrews 13:7,17

The ability to clarify and communicate the purpose and direction (vision) of a ministry in a way that attracts others to get involved. The ability to motivate others by example to work together in accomplishing a ministry goal.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

ADMINISTRATION (Organization)

1 Corinthians 14:40

The ability to recognize the gifts of others and recruit them to a ministry. The ability to organize and manage people, resources, and time for effective ministry. The ability to coordinate many details and execute the plans of leadership.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

FAITH

Romans 4:18-21

The ability to trust God for what cannot be seen and to act on God's promise, regardless of what the circumstances indicate. The willingness to risk failure in pursuit of a God-given vision, expecting God to handle the obstacles.

- ☐ I'm pretty sure I have this gift
- ☐ I may have this gift
- ☐ I don't think I have this gift

Ministry Profile

How Do I See Myself Instructions

Our goal here is to learn a little about your perception of your personality. Look over the five aspects that are listed and determine where you fall on the scale. For example, the first aspect is Extroverted - Introverted. As you look at the scale where do you fall in most situations. Do you tend to withdraw and enjoy being alone or do you tend to speak out and want to be with people. If you feel sometimes you withdraw while other times you speak out then you would mark the middle of the scale. You should look at each of these personality aspects based upon what you do most of the time. Keep in mind, there are no right or wrong answer to any of this. God can and does use people on both end of each of these scales. He just uses them differently.

If you have any questions, please feel free to give us a call.

Although there are many fine (and extremely detailed!) personality assessments available, for the purpose of your MINISTRY PROFILE, we want you to consider just five aspects:

Name _____

HOW DO I SEE MYSELF?

Extroverted					Introverted
3	2	1	1	2	3
extreme		mild	mild		extreme
Routine					Variety
3	2	1	1	2	3
extreme		mild	mild		extreme
Self-Controlled					Self-Expressive
3	2	1	1	2	3
extreme		mild	mild		extreme
Cooperative					Competitive
3	2	1	1	2	3
extreme		mild	mild		extreme

Record your responses on your personal profile.

Ministry Profile

Team Ministry Spiritual Gift Inventory Instructions

This questionnaire is designed to help us determine your God given Spiritual Gift. Please read each question and answer them based upon your feeling right now. Remember, once again, there are no right or wrong answers. Please answer every question, do not leave any blank. Most of these questions deals with your feelings or desires, so be sure to give your own opinion of yourself.

Read each statement and decide how it pertains to you. If the statement fits you 70% to 100% of the time, then darken-in-circle (1) **Almost Always**. If the statement fits you 40% to 70% of the time, then darken-in-circle (2) **Occasionally**. If the statement fits you less than 40% of the time, then darken-in-circle (3) **Not Very Often**.

When you have completed the entire questionnaire please, return it to our Administrative office. Please, do this as quickly as possible, we need this information in order to place you in the very best possible ministry area, for your God given gifts.

If you have any questions, feel free to give us a call.

\$2.50

Includes Questionnaire
and Answer Sheet



Spiritual Gifts Inventory

Discover your spiritual gift in only 20 minutes

by Dr. Larry Gilbert

QUESTIONNAIRE

INSTRUCTIONS

This booklet is designed to be combined with an answer sheet. **DO NOT MARK IN THIS BOOKLET.**

Read each statement and decide how it pertains to you. If the statement fits you 70% to 100% of the time, then darken-in circle ① **Almost Always**. If the statement fits you 40% to 70% of the time, then darken-in circle ② **Occasionally**. If the statement fits you less than 40% of the time, then darken-in ③ **Not Very Often**.

Most of the statements deal with your feelings or desires, so be sure to give **YOUR OWN** opinion of yourself. Do not leave any spaces blank. Be sure to let your responses reflect how you feel at the present time. Remember there are no right or wrong answers.

To grade, separate answer sheets and follow instructions on page 2.

Published by:



**DO NOT MARK IN THIS BOOKLET.
THE ANSWER SHEET.**

I have a consuming passion (*strong* desire, *great* concern) to reach lost souls.

I put *great* importance (high priority) on repentance (sorrow, regret, resulting in turning from sin).

I believe I am very discerning (perceptive) of other people's motives.

When I speak, I desire to stir other people's consciences (make them think, convict them to act).

I have an *unusually strong* desire to study God's Word.

I place *great* importance (value) on education.

When I do something, I like to see "tangible" results for my efforts, such as a finished project or measurable results.

If I were to teach a group, I would prefer to deal with topics rather than verse-by-verse studies.

I am willing to assume a long-term personal responsibility for the spiritual welfare of a *group* of believers.

I am people centered; I need many relationships in my life.

I am *usually* soft-spoken.

I am patient, not one to jump into things, but am willing to respond to others' needs *quickly*.

I am fulfilled by performing routine tasks in the church for God's glory.

I am usually involved in or drawn to a variety of activities that help other people.

I keep my personal and business affairs well organized.

I have a burden (heartfelt desire, passion, great concern) to support missions.

I make decisions based strictly on facts and proven data.

I can clearly communicate goals in a way that others may fulfill them.

19. I believe salvation is the greatest gift of all; I am driven to tell others about this gift.
20. Some people think my witnessing method is pushy.
21. I can spot (discern, point out, recognize) sin when other people cannot.
22. When I see sin in others, I feel a great need to expose it.
23. I like to use visuals and books to support my message when I teach or speak to a group of people.
24. I *constantly* analyze for better ways to do things or say things.
25. I believe I am a very practical, pragmatic person.
26. I am able to provide helpful solutions and advice to others when they have personal problems.
27. I spend a *great* amount of time praying for other people.
28. I enjoy looking after the spiritual welfare of others; I am protective.
29. I find it reasonably easy to express my feelings to others.
30. I have a real burden (heartfelt desire, passion) to comfort others.
31. I am more fulfilled when I work behind the scenes, out of the public eye.
32. I am burdened (greatly concerned) with the physical and tangible needs of others.
33. I consider my giving to be a private matter between me and God.
34. I am sensitive to the financial and material needs of others.
35. I am goal oriented, as opposed to being people or content oriented.
36. I work best in a fast-paced environment, under "pressure."
37. I have a desire to meet lost people, even if they are total strangers, so I can share the gospel with them.
38. I would rather witness (verbally share the gospel, give my testimony) than do anything else.

I am grieved (bothered, troubled, disturbed, upset) with the wrong actions of others.

I am disorganized and must depend on others to keep me on schedule.

I have an organized system to store facts and figures.

I put more emphasis on the content of material than with people or the task.

When studying Scripture, I am more interested in the practical areas that I can immediately apply to my life.

I put *great* importance on God's will.

I have a burden (compelling desire) to see others learn and grow.

I am more relationship oriented than task oriented.

I am very sympathetic and sensitive with others. I can "put myself in their shoes."

Other people think I am weak, a pushover, because of my lack of firmness.

I enjoy working with my hands.

I *often* let people talk me into doing things I do not want to do.

I am always ready and willing to give if a valid (real, proven) need exists.

I have the ability to *quickly* make wise decisions concerning finances.

I do things promptly; I make decisions quickly.

I dream big dreams and have great hopes, although I do not always share them with others.

I have a clear understanding of the Gospel and can relate it easily so others understand it.

I am socially active and get along well with others at all times.

I must verbalize (speak) my message; I would never be content to only write it.

I always express urgency and want others to make quick decisions.

Sometimes I would rather just write, but feel that I "must teach" because others would not present my message correctly.

60. The use of a verse out of context upsets me.

61. I develop several steps of actions to solve every problem.

62. I question the value of deep doctrinal and theological studies.

63. I am very protective of people under my care.

64. Teaching the same material over and over would be boring and unappealing to me.

65. I attempt to show love and concern in all I do.

66. I act on emotions rather than just logic.

67. I am impressed and motivated when exhorted (encouraged) to serve.

68. I like to meet needs immediately (quickly).

69. When giving, I always like my gift to be of high quality.

70. Other people think I am materialistic because of the importance I place on money.

71. I delegate whenever and wherever possible, even if I know when and where I cannot.

72. I am willing to attempt impossible tasks for God.

73. I *greatly* rejoice in seeing men and women come to Christ.

74. I believe soulwinning (influencing people to Christ, leading people to Christ, presenting the Gospel to the non-Christian) is the greatest responsibility given to every Christian.

75. I enjoy speaking in public, and do it with business.

76. I am burdened (have a *strong* desire/conviction to be moved) to memorize Scripture.

77. I tend to question the knowledge of those I teach me.

78. Others accuse me of giving too many details.

79. I have the ability to motivate others.

80. Impractical teaching upsets me (leaves me frustrated).

81. I desire to give direction (guidance, instruction) to those under my care.

I am willing to study whatever is necessary in order to feed (nurture, guide) those for whom I care.

My heart goes out to the poor, the aged, the ill, the underprivileged, etc.

I seem to attract and be drawn to people who are hurting or rejoicing.

I am already helping people while others are just talking about what to do.

I am quick to recognize and respond when other people need help.

I want to know my financial gift is being used properly. I believe in accountability.

I tend to judge others' success by the amount of their material assets.

I want to be a winner; I cannot bear defeat.

I am capable of making quick decisions and sticking to them.

When I witness (share the Gospel, present my testimony) to a lost person I always press for a decision.

Others think I am more interested in the number of people led to the Lord than in people themselves.

You must "prove" me wrong before I will go along with you.

Studying is too time-consuming; I rely on others to do my background work for me.

I prefer to develop my own material for teaching; other teachers' material would be hard to present.

96. I place great emphasis on word pronunciation.
97. Other people think I am not evangelistic because of my emphasis (focus) on personal growth.
98. I am accused of not using enough Scripture when teaching.
99. I enjoy doing a wide variety of activities rather than being confined to only one.
100. I perceive myself as a shepherd (an over-seeing, guiding and ministering to those under my care).
101. I am an emotional person; I tend to show my feelings and cry easily.
102. I identify emotionally and mentally with others; I am able to empathize (feel *with* others rather than just *for* others).
103. Some people think I neglect spiritual needs because of my focus on physical and practical needs.
104. I enjoy mechanical jobs in the church.
105. I may measure (judge) other people's spirituality by the amount of their giving.
106. Others think I am trying to control (manipulate) them with my money.
107. When there is no leadership in a group, I assume it.
108. I have the ability to organize and harmonize people with whom I work.

END

Put YOUR Spiritual Gift into action!

Discovering spiritual gifts is at the very heart of the *TEAM Philosophy of Ministry* (using people where they are useable).

Church Growth Institute has published two books that give application to this philosophy by helping you develop and implement your spiritual gifts.

How to Find Meaning and Fulfillment through Understanding the Spiritual Gift within You: TEAM Ministry is a thorough study of spiritual gifts and their relationship to the believer, spiritual gifts and their relationship to the will of God, the enabling gifts including evangelist, prophet, teacher, exhorter, pastor/shepherd, mercy-shower, giver, administrator; finding your place on the team; and

ISBN 0-941005-003

How to Influence Your Loved Ones for Christ When You Don't Have the Gift of Evangelism: TEAM Evangelism is a no-guilt, no-pressing-for

decision strategy that fits the majority of Christians—the 90 percent who don't have the gift of evangelism. Topics include: gaining freedom from pesky pressures, understanding the task, understanding the principles, the process of stair-stepping, and more. Reach those you care about most without having to become someone else to do it. ISBN 0-941005-35-

Available through your local Christian bookstore.



Spiritual Gifts Inventory

by Dr. Larry Gilbert

Date _____

Name _____

Address _____

City _____ State _____ Zip _____

1. Sex: ☐ Male ☐ Female

2. Age: ☐ 16-20 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ 60+

3. I have been a Christian for _____ years.

Present:

Occupation _____

Position in Church _____

INSTRUCTIONS

This answer sheet is designed to be combined with an INVENTORY QUESTIONNAIRE.

Complete the answer sheet by darkening the appropriate circle after evaluation of each statement or question from the corresponding number of the questionnaire.

On the questionnaire read each statement and decide how it relates to you.

If the statement is true of you 70% to 100% of the time, then darken circle ① Almost Always.

If the statement is true of you 40% to 70% of the time, then darken circle ② Occasionally.

If the statement is true of you less than 40% of the time, then darken circle ③ Not Very Often.

If you wish to change an answer mark an X through the answer. Do not erase.

This is a self-evaluation inventory – not an actual Most of the statements deal with your feelings and desires. There are NO RIGHT OR WRONG ANSWERS, then be sure to let your responses reflect YOUR OWN opinion of yourself.

To score, separate answer sheets and follow instructions on page 2. DO NOT

1. ① ② ③	19. ① ② ③	37. ① ② ③	55. ① ② ③	73. ① ② ③	91. ① ② ③
2. ① ② ③	20. ① ② ③	38. ① ② ③	56. ① ② ③	74. ① ② ③	92. ① ② ③
3. ① ② ③	21. ① ② ③	39. ① ② ③	57. ① ② ③	75. ① ② ③	93. ① ② ③
4. ① ② ③	22. ① ② ③	40. ① ② ③	58. ① ② ③	76. ① ② ③	94. ① ② ③
5. ① ② ③	23. ① ② ③	41. ① ② ③	59. ① ② ③	77. ① ② ③	95. ① ② ③
6. ① ② ③	24. ① ② ③	42. ① ② ③	60. ① ② ③	78. ① ② ③	96. ① ② ③
7. ① ② ③	25. ① ② ③	43. ① ② ③	61. ① ② ③	79. ① ② ③	97. ① ② ③
8. ① ② ③	26. ① ② ③	44. ① ② ③	62. ① ② ③	80. ① ② ③	98. ① ② ③
9. ① ② ③	27. ① ② ③	45. ① ② ③	63. ① ② ③	81. ① ② ③	99. ① ② ③
10. ① ② ③	28. ① ② ③	46. ① ② ③	64. ① ② ③	82. ① ② ③	100. ① ② ③
11. ① ② ③	29. ① ② ③	47. ① ② ③	65. ① ② ③	83. ① ② ③	101. ① ② ③
12. ① ② ③	30. ① ② ③	48. ① ② ③	66. ① ② ③	84. ① ② ③	102. ① ② ③
13. ① ② ③	31. ① ② ③	49. ① ② ③	67. ① ② ③	85. ① ② ③	103. ① ② ③
14. ① ② ③	32. ① ② ③	50. ① ② ③	68. ① ② ③	86. ① ② ③	104. ① ② ③
15. ① ② ③	33. ① ② ③	51. ① ② ③	69. ① ② ③	87. ① ② ③	105. ① ② ③
16. ① ② ③	34. ① ② ③	52. ① ② ③	70. ① ② ③	88. ① ② ③	106. ① ② ③
17. ① ② ③	35. ① ② ③	53. ① ② ③	71. ① ② ③	89. ① ② ③	107. ① ② ③
18. ① ② ③	36. ① ② ③	54. ① ② ③	72. ① ② ③	90. ① ② ③	108. ① ② ③

Spiritual Gifts Inventory

by Dr. Larry Gilbert

Date _____

Name _____

Address _____

City _____ State _____ Zip _____

1. Sex: ☐ Male ☐ Female

2. Age: ☐ 16-20 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ 60+

3. I have been a Christian for _____ years.

Present:

Occupation _____

Position in Church _____

INSTRUCTIONS

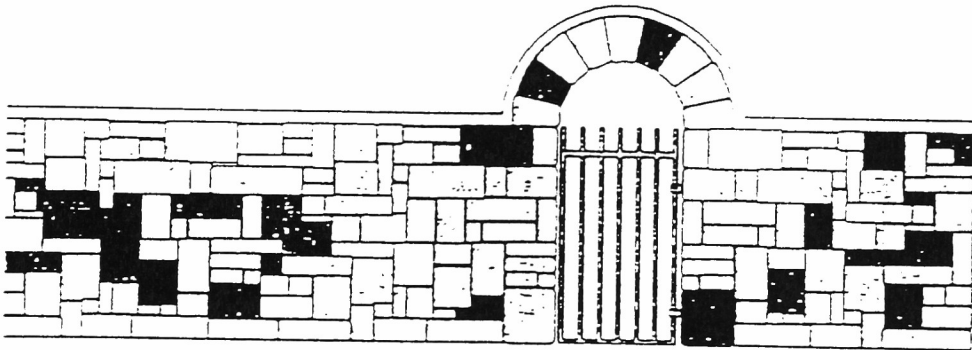
To score: Add together the darkened numbers in the upper and lower circles attached to each bar. Put an X in the square within the bar containing your total number. X-in or fill-in solid all the numbered boxes to the left of the first X. Do the same with the remaining bars.

Remember this is not a test to tell you what your spiritual gift is. But rather, an inventory showing your strength and weakness in each of God's gifted areas. purpose is to offer you guidance as you actively serve your local church - which is the only true way to termine your spiritual gifts(s).

A complete and correlating teaching of the Task gifts, additional questionnaires and answer sheets are available from...



Nehemiah Ministry



Nehemiah 4:6-15

Nehemiah Ministry

Foundational Principles

- I. There must be a clear and concise purpose statement.** The focus and direction of the organization in relationship to God's purpose for the church, must be clearly stated in terms in which everyone can identify.
- II. There must be the development of leadership that is committed to excellence.** The success or failure of this philosophy depends upon the commitment of the leadership team of the church. They must be totally sold on the philosophy.
- III. There must be a shift from numbers to building excellence into every program in the church.** The goals of the church must center around excellence in every area of ministry rather than the numbers of the ministry. Numbers must be only one of many indications of effectiveness.
- IV. There must be a commitment to on going training in the concepts of team building and continual improvement.** It is not enough to give lip service to excellence it must be evaluated and improved each and every day. Everyone involved in the ministry must receive support and training in order to continually improve their ministry.
- V. There must be a process of evaluating the progress of the ministry.** TQM depends upon having the right data in order to make the right decision as the ministry is evaluated and improved.
- VI. There must be transformation of lives in order for the ministry to be a success.** The number of people attending a church matters not, if lives are not being transformed. The bottom line for the business world is profit and loss, the bottom line for the church is transformed lives. TQM must result in transformed lives or it is just another church program.

Nehemiah Ministry

Purpose: To provide a unified organizational structure that will identify gifts and desires of each leader and encourage ministry involvement by everyone in our church family into one of our stated ministries.

- Goals:**
- 1) Transition the church board to Ministry Teams and a Ministry Management Team.
 - 2) Rewrite the church by-laws and constitution
 - 3) Establish a Ministry Management Team
 - 4) Develop Ministry Profile on all church leaders
 - 5) Develop a Ministry Involvement Opportunities Survey to be given to the entire church
 - 6) Develop the Ministry areas necessary to meet the needs of our people
 - 7) Appoint servants in each ministry area based upon their Ministry Profile
 - 8) Place an emphasis upon service and meeting needs
 - 9) Give a list of volunteers to each ministry area that relates to their needs
 - 10) Focus on the concept of “continual improvement”
“Everyday in some way improve your ministry”
 - 9) Commit to continual evaluation of the ministry
 - 10) Provide a means for continuity in each ministry area

Southern Acres Christian Church Nehemiah Ministry

Purpose: To provide a unified organizational structure that will identify gifts and desires of each leader and encourage ministry involvement by everyone in our church family into one of our stated ministries.

- Step One:** Establish a Ministry Management Team.
- Step Two:** Begin to build a Ministry Profile on each church leader. *
- Step Three:** Use Ministry Profiles to place leaders on Ministry Teams.
- Step Four:** Develop a Ministry Handbook for each Ministry in the church. *
- Step Five:** Each Ministry area will write a purpose statement for their area of Ministry, with the overall church Purpose Statement in mind.
- Step Six:** Each Ministry area will establish their goals for the coming year.
- Step Seven:** A Ministry Involvement Opportunities survey will be developed. *
- Step Eight:** A list of volunteers from the congregation will be given to each ministry area for them to use in carrying out their ministry duties.
- Step Nine:** Develop Quarterly Community Leadership Training sessions. *
- Step Ten:** Each Ministry area will turn in Monthly Progress Reports. *
- Step Eleven:** A Monthly Report from the MMT be sent to the Elders.
- Step Twelve:** Each Ministry Team will periodically “Count The Cost.”

Southern Acres Christian Church

Leadership Responsibility

Elders:

- To oversee the entire direction of the ministry.
- To see that the ministry remains true to the word of God.
- To see that the ministry remains true to the stated purpose of the church.
- To work closely with their assigned Staff person to see that their ministry area is committed to excellence and quality.
- To be available to any Team Leader of a ministry area to help solve any spiritual problem with their area.

Southern Acres Christian Church
Nehemiah Ministry
Ministry Teams

Responsibilities:

- Meet with your staff representative for input.
- Meet with your three person Ministry Team, read over the first draft of the ministry mission statement.
- Write down suggested items to be considered by the Ministry Management Team in rewriting your ministry area mission statement.
(Turn This in by March 15)
- Read over the church goals for 1998 and develop goals for your ministry area that will help support the church goals.
(Turn This in by March 15)
- Put together a Ministry Plan to achieve your goals.
- Determine the number of people you need to carry out your ministry plan.
- Build your support ministry team from the Ministry Involvement Opportunities survey and your own personal connections in the church.
(Turn in your ministry support team by April 1st)
- Meet with your three person Ministry Team as often as necessary to see that your ministry area remains on target.
- Periodically “Count The Cost” in your ministry area. (First evaluation is to be completed by September 1st)
- Turn in Monthly Progress Reports to the Ministry Management Team.
(The first one is due April 1st.)
- Complete a year end recommendation and evaluation of your ministry area.

* All reports should be turned in to your Ministry Management Representative or your assigned staff person.

Nehemiah Ministry

Staff Responsibility

- Develop personal ministry goals for 1998
- Develop a ministry plan for carrying out those goals
- Share your plan with the rest of the staff
- Read over your goals and ministry plan at least once a week
- Evaluate your progress quarterly
- One full day each quarter will be spent in a staff meeting discussing our ministry plans and conducting evaluations
- Work closely with the Ministry Teams under your area, especially with the Team Leaders
- Provide guidance to each Ministry Team along with suggestions for yearly goals
- See that every Ministry Team under your area develops goals that support the purpose statement of our church
- Work closely with the MMT and see that every Ministry Team submits monthly reports and evaluations
- Encourage the Ministry Teams to use the volunteers from our congregation
- Read over the Monthly Progress Reports under your area of Ministry
- Meet monthly with the Team leaders under your area of Ministry
- Take responsibility for the Ministry Teams under your area

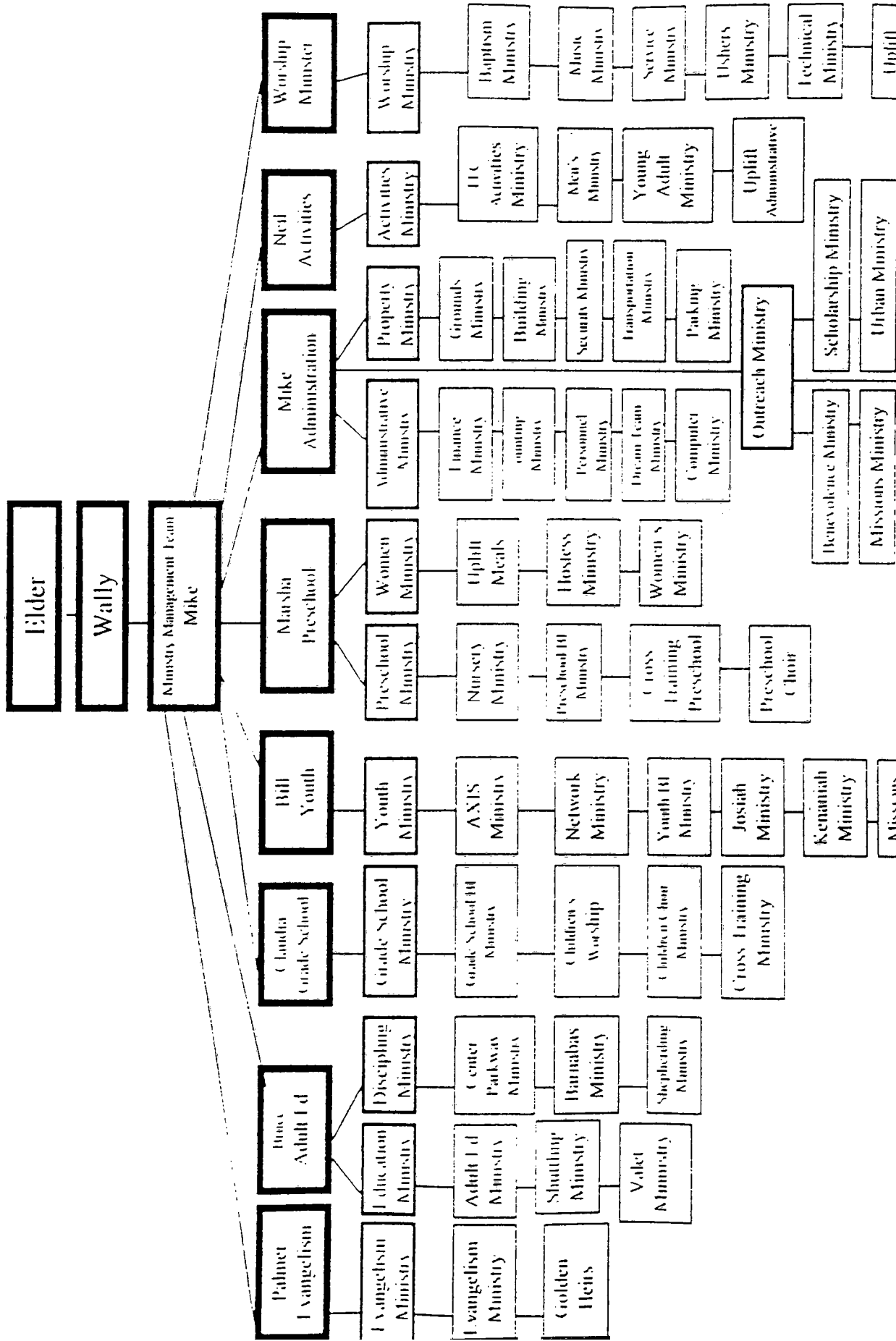
***Southern Acres Christian Church
Nehemiah Ministry
Ministry Management Team***

Responsibilities:

- To oversee the development and implementation of the Nehemiah Ministry.
- To develop Ministry profiles on every Leader in the church.
- To use those Profiles in selecting Ministry Teams.
- To encourage every Ministry Team to set yearly goals that help support our church purpose.
- To see that every Ministry Team submits monthly reports on the Ministry progress.
- To see that every Ministry team evaluates their ministry effort.
- To see that every Ministry Team submits a Year End Evaluation and Recommendation to be given to the next year's Team.
- To evaluate the over all effectiveness of the ministry and make recommendations for improving the ministry.
- To see that efforts to improve the ministry are recognized and celebrated.

Southern Acres Christian Church

Southern Acres Christian Church *Ministry System Organizational Flow Chart*



**SACC
Purpose Statement
and Core Values**

**SACC
Yearly
Goals**

**Ministry
Purpose
Statement**

4

**Ministry:
Team; Goals; Plans**

5

**Ministry
Monthly
Progress Reports**

6

**Continual
Improvement**
"Everyday in some way
improve your ministry"

7

**Previous
Ministry
Input**

8

**Forms
& Notes**

Mission Statement

Our mission is to meet people where they are and through Christ transform them into fully devoted followers of Jesus.

Core Values:

✠Worship

Loving the worship of God we express our devotion and bring people into His presence, endeavoring to be spiritually authentic and culturally relevant. (1 Chronicles 16:29; Psalm 95:6-9; John 4:24)

📖The Bible

Believing the Bible is the infallible word of God we use it as the primary resource for teaching, preaching and daily living. (John 17:17; 2 Timothy 3:16,17; 1 Peter 1:23,24)

✳️Transformed Lives

Valuing the transformation that takes place when people accept Jesus as Lord and Savior we are committed to making disciples in our community and around the world. (Matthew 28:19,20; Ephesians 2:4-10; 2 Corinthians 5:17-21)

❖ Small Groups

Realizing people are best disciplined and nurtured in Biblically functioning communities, small groups are provided to meet the various needs of all our people. (Acts 4:42-47; Hebrews 10:23-25)

*Ministry Of All Believers

Understanding that God has equipped Christians with spiritual gifts for Kingdom service we endeavor to engage every Christian in meaningful ministry. (Romans 12:3-8; 1 Peter 4:10)

👁 Spiritual Disciplines

Acknowledging the values of a daily relationship with Jesus, fully devoted followers are taught the importance of prayer, personal Bible study, journaling, fasting, giving, and being accountable to other believers. (Galatians 5:22-25; 1 Peter 1:5-8; 2 Peter 3:18)

☯ A Moral Voice

Serving as the conscience of the community we take a stand for the truth as presented in the Bible when confronted with cultural and moral issues. (Matthew 5:13-16)

👏 Care Giving

Following Jesus' example we care for people in our church and community in need of comfort and help. (Galatians 2:10, James 1:27; Matthew 5:7)

◆ Commitment to Excellence

Loving the local church as the Body of Christ we are committed to excellence in every area of ministry. (Colossians 3:17; Philippians 3:13,14)

Southern Acres Christian Church Goals For 1998

Our Mission: To meet people where they are and through Christ transform them into fully devoted followers of Jesus.

- I. To develop an off campus parking program that will allow for our continued growth.
- II. To reach more unchurched people and increase the percentage of baptisms to new members ratio by 10%.
- III. To implement and evaluate the effectiveness of our Nehemiah Ministry.
- IV. To improve the effective use of our facilities in worship, administration, maintenance, and with TLCA.
- V. To continue to promote the Prepare The Way Giving and reduce our PTW debt below \$300,000.00.
- VI. To promote stewardship within our church family and meet our 1998 weekly budget requirements of \$18,520.00.
- VII. To develop and evaluate an effective Uplift program which includes a time of corporate worship.
- VIII. To begin to develop a Pastoral Care Ministry for our church family and community.
- IX. To bring on staff an effective worship minister.
- X. To develop plans for land acquisition whether adjacent to our existing property or land for relocation.
- XI. To evaluate and develop plans for additional worship options.

Nehemiah Ministry

Where everyone is a minister and Jesus Christ is Lord

Ministry Area _____

Ministry Team: _____ (Team Leader)

Ministry Support Team: _____

1997 Ministry Goals

Ministry Area: _____

Please find listed below the goals for 1997, the plan for implementing them and the time schedule for implementation.

Goal # 1 _____

Plan for implementation: _____

Time Schedule _____

Goal # 2 _____

Plan for implementation: _____

Time Schedule _____

Goal # 3 _____

Plan for implementation: _____

Time Schedule _____

Goal # 4 _____

Plan for implementation: _____

Time Schedule _____

Goal # 5 _____

Plan for implementation: _____

Time Schedule _____

Goal # 6 _____

Plan for implementation: _____

Time Schedule _____

Goal # 7 _____

Plan for implementation: _____

Time Schedule _____

Goal # 8 _____

Plan for implementation. _____

Time Schedule _____

Nehemiah Ministry

Where everyone is a minister and Jesus Christ is Lord

Monthly Progress Reports

Ministry Area _____

Month _____

Meeting Held: _____
 Dates: _____

Team Members: _____

Others Present: _____

- Decisions Made:
1. _____

 2. _____

 3. _____

 4. _____

 5. _____

Continual Improvement

Date _____

Name _____ Ministry Area _____

Please fill out the evaluation below. The scale is from 1 - 20. Keep in mind that 1 is extremely poor, 20 is excellent and 10 is to be considered average.

Example: I feel the progress made on our Family Life Center deserves the following rating:

_____ 5 _____ 10 _____ 15 _____ 20

1) I would give the following overall rating to this ministry area to date.

_____ 5 _____ 10 _____ 15 _____ 20

2) I feel the progress we made to date toward our yearly goals deserve the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

3) I feel our team effort deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

4) I feel the goal of "everyday in some way improve your ministry" deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

5) I feel the progress on achieving our goals to date deserves the following rating.

_____ 5 _____ 10 _____ 15 _____ 20

6.

7..

8.

9

10.

Appendix D

Nehemiah Ministry

Curran 173

After prayerful consideration, I will commit myself to the ministry areas marked below:

Grounds Ministry

1. () Mow Grass
2. () Rake Leaves
3. () Plant Flowers
4. () Shovel Snow
5. () Work Day Volunteer
6. () Painting
7. () Clean Up Grounds
8. () Wash Windows
9. () Trim Shrubs
10. () Prune Trees

Building Ministry

11. () Work Day Volunteer
12. () Adopt A Room
13. () Room Set Up
14. () Paint
15. () Wallpaper
16. () Clean Kitchen
17. () Clean Bathrooms
18. () Electrical
19. () Carpentry
20. () Plumbing
21. () Security

Finance Ministry

22. () Counting Sunday
23. () Counting Weekday

Baptism Ministry

24. () Men's Assistant
25. () Women's Assistant
26. () Baptismal Laundry
27. () Baptismal Water Cleaning

Administrative Ministry

28. () Filing
29. () Data Entry
30. () Mailings
31. () Writing
32. () Editing
33. () Proof Reading
34. () Receptionist
35. () Saturday Secretary
36. () Delivery
37. () Computer Technical Support
38. () Library
39. () Van Maintenance
40. () Van Cleaning

Operation Sacrifice

41. () Van Driver
42. () Valet Worker
43. () Shuttle Participant
44. () Valet Participant

Worship

45. () Solo Singing
46. () Small Group Singing
47. () Choir
48. () Piano
49. () Organ
50. () Other Instruments
51. () Drama
52. () Drama Support
53. () Scripture Reading
54. () Usher
55. () Attendance Counting
56. () Sound
57. () Lighting
58. () Video
59. () Decorations
60. () Sanctuary Care
61. () Deaf Ministry

Nursery/Preschool Children's Ministry

62. () Preschool Bible Fellowship Teacher
63. () Preschool Bible Fellowship Helper
64. () Preschool 10:30 Extended Hour Leader
65. () Nursery Coordinator
66. () Preschool Coordinator
67. () Nursery Caregiver
68. () Wee Worship Leader
69. () Wee Worship Aid
70. () Wee Worship Craft Coordinator
71. () Wee Worship Substitute
72. () Party Planner
73. () Puppet Team Leader
74. () Puppeteer
75. () Preschool Music Leader
76. () Preschool Cross Training Leader
77. () Resource Room Attendant
78. () Room Captain
79. () Bulletin Board Trimmer
80. () Children's Welcome Center Hostess
81. () Story Teller
82. () Wash Nursery Linens
83. () Wash Nursery Toys
84. () Body Builders Day Camp Leader
85. () Blue Grass Christian Day Camp Helper
86. () Music Program - Props. Costumes
87. () Newsletter

Nehemiah Ministry

After prayerful consideration, I/we acknowledge my/our commitment to God's will for my/our lives by:

- ☐ serving in His church as indicated above
- ☐ praying for His church _____ times per week
- ☐ attending His church _____ times this year
- ☐ attending Bible fellowship _____ times this year
- ☐ bringing _____ new people to worship this year
- ☐ spend 15 minutes in quiet time (personal worship) each day

Elementary Children's Ministry

- 88. () Bible Fellowship Teacher
- 89. () Bible Fellowship Helper
- 90. () Bible Fellowship Substitute Teacher
- 91. () Kids Praise Teacher
- 92. () Kids Praise Parent Correction/Protection
- 93. () Kids Praise Game Leader
- 94. () Kids Praise Drama Team
- 95. () Kids Praise Kids In Service Coach
- 96. () Cross Training Activity Coach
- 97. () Cross Training Music Coach
- 98. () Seamstress
- 99. () Prop Construction
- 100. () Ministry Support - Odd Jobs
- 101. () Family Life Center Sound System Operator
- 102. () Body Builder Summer Day Camp
- 103. () Summer Kids Rally Helper
- 104. () Fall Revival Helper
- 105. () Blue Grass Camp Helper

Student Ministry

- 106. () Network Coach
- 107. () AXIS Coach
- 108. () AXIS Program Director
- 109. () Bible Fellowship Worker
- 110. () Game Coordinator
- 111. () Camp Faculty
- 112. () Media Worker
- 113. () Bible Fellowship Teacher
- 114. () Video Director
- 115. () Mathletes Leader
- 116. () Worship Band Director

Education Ministry

- 117. () Teacher Sunday Adult Bible Fellowship
- 118. () Associate Teacher Sunday Adult Bible Fellowship
- 119. () Teacher Weekday Adult Bible Fellowship
- 120. () Host/Hostess Weekday Adult Bible Fellowship
- 121. () Shepherd in Sunday Adult Bible Fellowship
- 122. () Shepherd in Weekday Adult Bible Fellowship
- 123. () Tela-Care Servant
- 124. () Discipleship Group Leader for Men
- 125. () Discipleship Group Leader for Women
- 126. () Watchman Prayer Warrior
- 127. () People of Prayer Prayer Warrior
- 128. () Teacher Centre Parkway Super Saturday
- 129. () Associate Teacher Centre Parkway Super Saturday
- 130. () Helper Centre Parkway Super Saturday
- 131. () Lay Caregiver

Activities Ministry

- 132. () Aerobics Teacher
- 133. () Aerobics Angel
- 134. () UpLift Meal Server
- 135. () UpLift Clean Up
- 136. () Basketball Coach
- 137. () Family Life Center Volunteer
- 138. () Coffee House Volunteer
- 139. () Basketball Camp Worker
- 140. () Golf League Coordinator

Evangelism

- 141. () Deliver New Member Packets
- 142. () Call On Visitor
- 143. () Phone Caller

Young Adult Ministry

- 144. () College Bible Fellowship Teacher
- 145. () Mission Coordinator
- 146. () Retreat & Activities Coordinator

Women's Ministry

- 147. () Hostess
- 148. () Hospitality
- 149. () Fill Communion
- 150. () Clean & Set Up Communion
- 151. () Decorate
- 152. () Seamstress
- 153. () Lodging
- 154. () Culinary Crew

Men's Ministry

- 155. () Retreat Coordinator
- 156. () Promise Keepers Event Coordinator
- 157. () Prayer Breakfast Coordinator
- 158. () Accountability Group Coordinator

Other (specify)

☐ Male ☐ Female

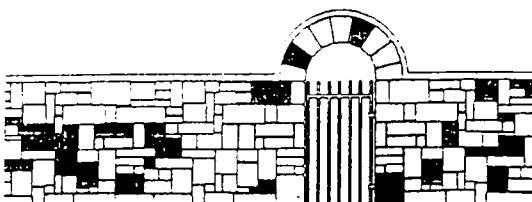
Name

Address

Phone

***If you need to read a description of any ministry opportunity listed above, there will be ministry description pamphlets in the foyer.**

Ministry Involvement Opportunities Commitment Card



Nehemiah Ministry

Where everyone is a minister and Jesus Christ is Lord.

Nehemiah Ministry

Ministry Involvement Opportunities Commitment

Ministry Descriptions

- Under each Ministry Description there is an area called Gifts Needed. The gifts listed are spiritual gifts given by God. To serve in this ministry area you will need to have one or more of these gifts. One must not have all of the gifts listed.

Grounds Ministry

1. Mow Grass - Serving on a team that is responsible for keeping all of our grounds mowed and trimmed. You may specify how often you would be willing to help. Gifts Needed: Serving, Encouragement
2. Rake Leaves - Help keep our grounds free of leaves, twigs and limbs throughout the year as needed. Gift Needed: Serving, Encouragement
3. Plant Flowers - Willing to take on the responsibility of selecting and planting flowers around the church grounds. Willing to care for the flowers already planted. Gift Needed: Serving, Encouragement
4. Shovel Snow - Willing to come in whenever it snows and help remove snow from sidewalks and entrances. Gifts Needed: Serving, Encouragement
5. Work Day Volunteer - Willing to come to the church on planned work day to help accomplish whatever may need to be done on the outside of our property. Gift Needed: Serving, Encouragement
6. Painting - Willing to take on specific painting projects. Most of this will be small touch up jobs. Gifts Needed: Serving, Encouragement
7. Clean Up Grounds - Would volunteer to come by and walk over the grounds and pick up trash and debris. You may select the frequency of this commitment. Gifts Needed: Serving, Encouragement
8. Wash Windows - Would be willing to come in and wash the windows on our building. You may chose to clean a certain section of the building. Gift Needed: Serving, Encouragement

9. Trim Shrubs - Willing to be responsible for the shrubs and bushes on our grounds.
To keep them trimmed and neat. You may select a portion of the grounds to cover.
Gift Needed: Serving, Encouragement
10. Prune Trees - Willing to keep all of the trees on the grounds pruned and neat.
Willing to assist someone in pruning trees.
Gift Needed: Serving, Encouragement

Building Ministry

11. Work Day Volunteer - Willing to come in on planned work days to help with the cleaning and maintenance of the building.
Gift Needed: Serving, Encouragement
12. Adopt a Room - Willing to take on one room in the building and give it special attention to see that it is neat and clean for our guest when they visit.
Gift Needed: Serving, Encouragement
13. Room Set Up - Willing to come in when needed to set up rooms for special events or to tear down rooms set ups after the events.
Gift Needed: Serving, Encouragement
14. Painting - Willing to do small paint jobs as needed around the building.
Anything form doors, walls, to props for programs. The Building Ministry Team will help you select the project.
Gift Needed: Serving, Encouragement
15. Wallpaper - Willing to help with wallpaper projects around the building from time to time.
Gift Needed: Serving, Encouragement
16. Clean Kitchen - Willing to come in from time to time and give special attention to the Family Life Center Kitchen to assure that it remains clean and sanitary.
Gift Needed: Serving, Encouragement
17. Clean Bathrooms - Would be willing to adopt a bathroom to give it special attention that would encourage guest that visit our church. The frequency of the attention would be up to you.
Gift Needed: Serving, Encouragement

18. Electrical - Willing to help out with small electrical problem around the church. This may include changing a switch to helping with electrical needs on special programs. Gift Needed: Serving, Encouragement
19. Carpentry - Willing to help out with special projects around the church. These projects will come from the office or Building Ministry Team. It may also include special programs with props and scenery. Gift Needed: Serving, Encouragement
20. Plumbing - Willing to come in and help fix minor plumbing problems, such as leaky faucets, stopped up drains. Gift Needed: Serving, Encouragement
21. Security - Willing to work with the Security Ministry Team in keeping our building and property secure. You may select the amount of time you would be willing to help. Gift Needed: Serving, Encouragement

Finance Ministry

22. Counting Sunday - Willing to be trained and help with the counting of Sunday Morning offering. Gift Needed: Serving, Giving, Encouragement
23. Counting Weekdays - Willing to be trained and help with the counting of offering that come in during the week. You may select how often you would be willing to help. Gift Needed: Serving, Giving, Encouragement

Baptism Ministry

24. Men's Assistant - Would help assist men who come forward on Sunday for Baptism. You would help them find what they need in the changing room and support them during this process. This requires a male volunteer. Gift Needed: Serving, Showing Mercy, Encouragement
25. Women's Assistant - Would help assist women who come forward on Sunday for Baptism. You would help them find what they need in the changing room and support them during this process. This requires a female volunteer. Gift Needed: Serving, Showing Mercy, Encouragement

26. Baptismal Laundry - Willing to keep all of the baptismal garments and towels clean and stocked in the rooms.
Gift Needed: Serving, Encouragement
27. Baptismal Water Cleaning - Will monitor the baptismal water each week to see that it is warm, clean and free of debris. You will not be responsible for the changing of the water just the monitoring.
Gift Needed: Serving, Encouragement

Administrative Ministry

28. Filing - Willing to come in to the church office from time to time and file documents.
Gift Needed; Serving, Administration, Encouragement
29. Data Entry - Willing to come into the church office and enter data in to the church management software. You will be trained how to use the software. You need some working knowledge of computers.
Gift Needed: Serving, Administration, Encouragement
30. Mailing - Willing to come in when called to help stuff envelopes, fold letters and assist in church mailings.
Gift Needed: Serving, Encouragement
31. Writing - Willing to help in the writing of letters, new release, and any church publication we produce. Help develop a journalism department in our office. You may help with all or some of these duties.
Gifts Needed: Serving, Administration, Encouragement
32. Editing - Willing to read church publication for form and content and make suggestion for improving publication. Help develop a journalism department in our office. You may help with all or some of these duties.
Gifts Needed: Serving, Show Mercy, Administration, Encouragement
33. Proof Reading - Willing to proof read church publication for accuracy and form. Help develop a journalism department in our office. You may help with all or some of these duties.
Gifts Needed: Serving, Show Mercy, Administration, Encouragement

34. Receptionist Willing to come in and answer phones and give directions to visitors to the church. You will select the number of hours you would be willing to give.
Gifts Needed: Serving, Show Mercy, Administration, Encouragement
35. Saturday Secretary - Willing to come in on Saturday and help answer phones, stuff bulletins and assist the office with items needed for Sunday worship.
Gifts Needed: Serving, Show Mercy, Administration, Encouragement
36. Delivery - Willing to be available to the church office to make deliveries or to run errands when needed.
Gift Needed: Serving, Encouragement
37. Computer Technical Support - Willing to be on call to the church staff to help with technical problem with hardware and software. Willing to come in and assist with computer set up or problems.
Gift Needed: Serving Encouragement
38. Library Willing to be a Library helper. To work with this ministry in promoting and serving the people in our church with our church library.
Gift Needed: Serving, Encouragement, Evangelism
39. Van Maintenance Willing to help maintain the church vans in good working condition. Would come in and do minor repairs and deliver van for major repairs. To work with the Transportation Ministry Team as needed.
Gift Needed: Serving, Encouragement
40. Van Cleaning Willing to come in once a week and clean out vans. To take them to be washed and cleaned inside and out. You may select how much time you would be willing to give to this ministry.
Gift Needed: Serving, Encouragement

Operation Sacrifice Ministry

41. Van Driver Willing to Drive vans to assist people in moving to and from off-campus parking.
Gifts Needed: Helps, Serving, Encouragement
42. Valet Worker: Drive cars to assist people in moving to and from off-campus parking.
Gifts Needed: Helps, Serving, Encouragement

43. Shuttle Participant Willing to park your car at the off campus sight in order to allow for more room for visitors and unchurch people to come to worship.
 Gifts Needed: Serving, Encouragement, Evangelism
 Pastor/Shepherd
44. Valet Participant - Willing to allow our valet servers to park your car off campus allowing more room for our visitors and unchurch people to come to worship.
 Gifts Needed: Serving, Encouragement, Evangelism
 Pastor/Shepherd

Worship Ministry

45. Solo Singing Would like to work with the Music Ministry with the possibility of singing solo in the appropriate service.
 Gifts Needed: Encouragement, Evangelism
46. Small Group Singing Would like to be considered in the formation of a small groups for singing in worship, programs and other special programs.
 Gifts Needed: Encouragement, Evangelism
47. Choir Would be interested in singing in the church choir.
 Gifts Needed: Encouragement, Evangelism
48. Piano - Willing to use your talent for playing the piano to assist wherever needed in the ministry.
 Gifts Needed: Encouragement, Serving
49. Organ - Willing to use your talent for playing the organ to assist wherever needed in the ministry.
 Gifts Needed: Encouragement, Serving
50. Other Instruments - Willing to use your talent for playing a musical instrument to assist wherever needed in the ministry.
 Gifts Needed: Encouragement, Serving
51. Drama - Willing to be involved in the dram ministry as an actor.
 Gifts Needed: Serving, Encouragement, Evangelism

52. Drama Support - Willing to help with the behind the scenes drama needs.
Gifts: Serving, Encouragement
53. Scripture Reading - Willing to read scripture during worship and special service.
Gifts: Serving, Encouragement, Evangelism
54. Usher - Willing to be trained and serve on an Usher Team.
Gifts Needed: Serving, Encouragement,
55. Attendance Counting - Willing to count attendance at any given worship service.
Gifts Needed: Serving, Administration
56. Sound - Willing to be trained to run the sound system and serve in the rotation in the sanctuary.
Gifts Needed: Serving
57. Lighting - Willing to help with lighting during worship and other special programs.
Gifts Needed: Serving
58. Video - Willing to help the Video Ministry Team in the recording of worship services and other special programs.
Gifts Needed: Serving
59. Decorations - Willing to use your talents to help decorate the church for Sunday worship service and other special events in the church.
Gifts Needed: Serving, Encouragement
60. Sanctuary Care - Willing to give special attention to the sanctuary in order to assure the appearance is encouraging to visitors.
Gifts Needed: Serving, Encouragement
61. Deaf Ministry - Willing to assist the Deaf Ministry Team in their ministry area.
Gifts Needed: Serving Encouragement, Evangelism

Nursery/Preschool Children's Ministry

62. Bible Fellowship teacher - Prepare weekly Bible lesson and learning activities from set curriculum provided for you, build relationships with the children, supervise overall activities and keep attendance records. Times needed: 9 a.m. Sunday
Gifts Needed: Teaching, Evangelism, Administration
63. Bible Fellowship helper - Assist BF teacher with preparation of lesson, supervise children and record keeping. Times needed: 9 a.m. Sunday
Gifts Needed: Serving, Encouragement
64. Preschool A-C leader/assist leader - Supervise children in classrooms, prepare a snack weekly craft or activity from a set curriculum provided for you. This team can be scheduled on a rotational basis.
Times needed: 10:20 a.m. Sunday
Gifts Needed: Teaching, Serving, Evangelism
65. Nursery Coordinator - Check nurseries for adequate staffing and supplies and obtain substitutes if needed. Supervise the care of infants and also be on hand to greet parents and assist newcomers with registration.
Times needed - Sunday a.m.
Gifts Needed: Administration, Serving, Showing Mercy, Encouragement
66. Preschool Coordinator - Check preschool classes for adequate staffing and obtain substitutes if needed.
Times needed - Sunday a.m.
Gifts Needed: Administration, Serving, Showing Mercy
67. Nursery Caregiver - Provide physical and emotional care for infants and toddlers in the nursery. Positions can be on a rotational basis. Times needed: 9:00 and 10:30 a.m. Sunday and 7:00 p.m. Wednesday
Gifts Needed: Serving, Showing Mercy, Encouragement
68. Wee Worship Leader - Lead a worship time for 4's and 5's that can consist of various elements, praise, story time, activities, craft.
Gifts Needed: Serving, Showing Mercy, Encouragement

69. Wee Worship Aid - Assist worship leader in establishing the worship atmosphere, supervise class groupings and assist with set up. Times needed: 10:30 hour, Sunday
Gifts Needed: Serving, Administration
70. Wee Worship Craft Coordinator - Willing to gather available supplies and prepare simple provided crafts for approximately 30 children on a rotational or every Sunday basis.
71. Wee Worship Substitute - Willing to fill in for the wee worship leader. Lead a worship time for 4's and 5's that can consist of various elements, praise, story time, activities, craft.
Gifts Needed: Serving, Showing Mercy, Encouragement
72. Party Planner - Organize and implement the various aspects of a party.
Gifts Needed: Serving, Encouragement
73. Puppet Team Leader - Organize and administrate various aspects of a team's practices for performances.
Gifts Needed: Administration, Serving, Encouragement
74. Puppeteer - Willing to learn the art of puppetry for classroom performances on a rotational or every Sunday/Wednesday basis.
75. Preschool Music Leader - Willing to teach children songs on Wednesday evenings and be available for musical rehearsal and performances.
76. Preschool Cross Training Leader - Willing to lead children in an activity, craft, or lesson time from provided curriculum on Wednesday.
77. Resource Room Attendant - Willing to maintain organization in supplies of Resource Room; to oversee check-out/return of supplies on a rotational or every Sunday/Wednesday basis.
78. Room Captain - Adopt a room, check the set up, supplies and readiness of a room for ministry time.
Gifts Needed: Serving, Administration
79. Bulletin Board Trimmer - Willing to decorate/trim Bulletin Boards in classrooms on a bi-monthly basis - materials available.

- 80. Children's Welcome Center Hostess - Provide hospitality to visitors by welcoming, registering, and facilitating their visit.
- 81. Story Teller - Share the gift of story telling to children on an occasional basis for special events or during regular programing.
- 82. Wash Nursery Linens - Willing to wash bed linens from BabyLand (pick up after Sunday morning to be returned by the next Sunday.
- 83. Wash Nursery Toys - Willing to ready Nursery toys during the week by sanitation.
- 84. Body Builders Day Camp Leader - Willing to lead or help with children in a prepared activity, craft, or game on Tuesday during June 10:00 - 12:30
- 85. Blue Grass Christian Day Camp Helper - Willing to spend the day on July 2, 1998 leading children to different activities or leading children in the activity at the Camp.
- 86. Music Program - Props, Costumes - Coordinate with the Music director the creation of props and costumes for performances.
- 87. Newsletter - Willing to organize and type on computer newsletter material for Babyland and/or Preschool to be distributed bi-monthly.

Elementary Children's Ministry

- 88. Bible Fellowship Teacher - Prepare a lesson and teach a class each week from 9am-10:15am
Gifts Needed: Teaching, Administration, Evangelism
- 89. Bible Fellowship Helper - Assist the teacher each week in a BF Class. Teach occasionally.
Gifts Needed: Serving, Teaching, Encouragement
- 90. Bible Fellowship Substitute Teacher - Be willing to be called 3 or 4 times a year to teach a class.
Gifts Needed: Teaching, Serving, Encouragement

91. Kid's Praise Teacher - Teach object lessons and tell stories in KP on a rotational basis.
Gifts Needed: Teaching, Evangelism, Serving
92. Kids Praise Parent Correction/Protection - Help with activities and crowd control in KP once a month or more for 1 year.
Gifts Needed: Administration, Serving, Showing Mercy, Encouragement
93. Kids Praise Game Leader - Play a review game at the end of KP with all the kids.
Gifts Needed: Serving, Encouragement
94. Kids Praise Drama Team - Be a member of a team presenting skits in Kids Praise on a rotational basis.
Gifts Needed: Serving, Encouragement
95. Kids Praise Kids In Service Coach - Work with rotating groups of 5th graders on leadership roles in Kids Praise service.
Gifts Needed: Encouragement, Administration
96. Cross Training Activity Coach - Wednesday night spend 45 minutes with kids leading a helping with activities.
Gifts Needed: Serving, Encouragement, Administration
97. Cross Training Music Coach - Wednesday night, lead a graded elementary choir in music time for 45 minutes.
Gifts Needed: Serving, Encouragement
98. Seamstress Willing to help with Kids programs in the area of costumes and sewing.
Gifts Needed: Serving, Encouragement
99. Prop Construction Willing to use your talent to help design and/or build props for kid programs.
Gifts Needed: Serving, Encouragement
100. Ministry Support - Odd Jobs- Cut, fold, stuff, make purchases, help with parties on an occasional basis.
Gifts Needed: Serving, Encouragement
101. Family Life Center Sound System Operator - Put up take down and operate sound system in FLC.
Gifts Needed: Serving, Encouragement

102. Body Builder Summer Camp -Help plan and direct some aspect of the camp.
Gifts needed: Serving, Encouragement, Administration
103. Summer Kid's Rally Helper -Help herd kids from place to place and refreshments
Gifts Needed: Serving, Encouragement, Administration
104. Fall Revival Helper - Help with kid control and refreshments.
Gifts Needed: Serving, Encouragement, Administration
105. Blue Grass Camp Helper - Help with Blue Grass Christian Camp during the summer.
Gifts needed: Serving, Encouragement, Evangelism

Student Ministry

106. Network Coaches - To work with Middle School students on Wednesday nights.
Gifts Needed: Serving, Encouragement, Administration
Evangelism
107. AXIS Coaches To work with High School students on Sunday nights.
Gifts Needed: Serving, Encouragement, Administration
Evangelism
108. AXIS Program Director - A person to work with Bill to coordinate the theme with the Activities (drama, video, music, etc.)
Gifts Needed: Administration, Serving, Evangelism
109. Bible Fellowship Workers - Volunteers to help teach and assist our teachers in 6th through 12th grades.
Gifts Needed: Teaching, Administration, Serving
110. Game Coordinator - Someone who would work with providing games for Middle School and High School activities.
Gifts Needed: Administration, Serving, Encouragement
111. Camp Faculty - Someone willing to come to camp and serve on the faculty team.
Gifts needed: Serving, Encouragement, Evangelism,
Teaching

112. Media Worker - A person who would be willing to video tape and/or photograph various middle school and high school activities.
Gifts Needed: Encouragement, Serving, Administration
113. Bible Fellowship Teacher - Someone willing to teach and organize a class for middle school or high school teens.
Gifts needed: Teaching, Serving, Evangelism
114. Video Director - Someone who loves movies and loves working with video, slides. Would help coordinate music and movie videos with the nightly teaching theme for our high school Axis Ministry meetings on Sunday evening at 7:00 P.M.
Gifts Needed: Serving, Administration, Evangelism
115. Mathetes Leader - A man or woman willing to pour their lives into middle school or high school students through small group teaching and encouragement.
Gifts Needed: Teaching, Pastor\Shepherd, Serving, Encouragement, Evangelism
116. Worship Band Director - A musically talented person willing to lead worship and develop and direct a worship band.
Gifts Needed: Serving, Encouragement, Administration

Education Ministry

117. Teacher Sunday Adult Bible Fellowship: Lead a Sunday adult Bible fellowship in the practical study of God's word.
Gifts Needed: Teaching, Prophecy
118. Associate Teacher Sunday Adult Bible Fellowship: Assist a teacher in leading a Sunday adult Bible fellowship in the practical study of God's word.
Gifts Needed: Teaching, Prophecy
119. Teacher Weekday Adult Bible Fellowship: Lead a weekday Bible fellowship in the practical study of God's word.
Gifts Needed: Teaching, Prophecy

120. Host/Hostess Weekday Adult Bible Fellowship: Assist a teacher in leading a weekday adult Bible fellowship in the practical study of God's word by opening their home for study.
Gifts Needed: Teaching, Prophecy, Encouragement
121. Shepherd in Sunday Adult Bible Fellowship: Care for the needs of adults in Sunday adult Bible fellowship during times of joy (new baby, marriage, etc.) or adversity (death, sickness, etc.). Needs include such things as food, cards, telephone touch, etc.
Gifts Needed: Showing Mercy, Helps, Serving, Shepherding, Encouragement
122. Shepherd in Weekday Adult Bible Fellowship: Care for the needs of adults in weekday adult Bible fellowship during times of joy (new baby, marriage, etc.) or adversity (death, sickness, etc.). Needs include such things as food, cards, telephone touch, etc.
Gifts Needed: Showing Mercy, Helps, Serving, Shepherding, Encouragement
123. Tela-Care Servant - Touch by telephone every two months those not involved in Bible fellowship.
Gifts Needed: Showing Mercy, Helps, Serving, Shepherding, Encouragement
124. Discipleship Group Leader for Men: Lead 3-8 men in the journey to becoming Christian leaders through practicing the disciplines of the scriptures (prayer, Bible study, memorization, meditation, etc.).
Gifts Needed: Encouragement, Wisdom, Knowledge, Teaching, Shepherding
125. Discipleship Group Leader for Women: Lead 3-8 women in the journey to becoming Christian leaders through practicing the disciplines of the scriptures (prayer, Bible study, memorization, meditation, etc.).
Gifts Needed: Encouragement, Wisdom, Knowledge, Teaching, Shepherding

126. Watchman Prayer Warrior: Pray for one hour per week every week as a part of the ministry of having 168 hours of prayer going continuously for the needs of the body.
Gifts Needed: Any Gift
127. People of Prayer Prayer Warrior: Pray for the needs of others when called at a specific time with a prayer need.
Gifts Needed: any gift
128. Teacher Centre Parkway Super Saturday: Lead a Bible fellowship on Saturday morning for the children and adults of Centre Parkway.
Gifts Needed: Teaching, Prophecy
129. Associate Teacher Centre Parkway Super Saturday: Assist a teacher in leading a Bible fellowship on Saturday morning for the children and adults of Centre Parkway.
Gifts Needed: Teaching, Prophecy
130. Helper Centre Parkway Super Saturday: Assist in any area needed (teaching, cooking, bus driving, crafts, etc.) with the Centre Parkway Super Saturday ministry.
Gifts Needed: Helps, Serving, Encouragement, Teaching
131. Lay Caregiving: Encourage another through an adversity in life based on personal experience and/or professional training.
Gifts Needed: Encouragement, Helps, Shepherding

Activities Ministry

132. Aerobics Teacher - Teach Aerobics and do brief devotion and prayer time.
Gifts Needed: Serving, Encouragement
133. Aerobics Angel - Assist teacher by check in participants, selling punch cards.
Gifts Needed: Administration, Serving
134. Uplift Meal Servers - Serve meals once a month for Wednesday night dinners.
Gifts Needed: Serving, Encouragement
135. Uplift Clean up - Clean and take down tables and chairs after Wednesday night dinner.
Gifts Needed: Serving, Helps

136. Basketball Coaches - Coach Youth basketball teams. Help with summer Basketball camp.
Gifts Needed: Serving, Encouragement, Helps
137. FLC Volunteers - Supervise Open Gym, supervise and help coordinate leagues.
Gifts Needed: Serving, Administration
138. Coffee House Volunteers - Need help with each of the following: Advertising, Entertainment, Coffee & Dessert preparation, Set-up and clean up.
Gifts Needed: Serving, Encouragement
139. Basketball Camp Worker - Help with basketball camps this summer
Gifts Needed: Serving, Encouragement
140. Golf League Coordinator - Help set up and run a summer golf league.
Gifts Needed: Administration, Serving

Evangelism Ministry

141. Deliver New Member Packets: Someone willing to take new member packets to the home of our new members.
Gifts Needed: Serving, Encouragement
142. Call On Visitors: Someone willing to make a personal contact with visitors to our church encouraging them to come again.
Gifts Needed: Serving, Encouragement, Evangelism
143. Phone Caller: Someone willing to call prospects and visitors to encourage them to come to worship.
Gifts Needed: Serving, Encouragement, Evangelism

Young Adult Ministry

144. College Bible Fellowship Willing to teach and work with a Bible Fellowship class designed for college age.
Gifts Needed: Teaching, Evangelism, Prophecy

145. Mission Coordinator Willing to help develop and carry out mission projects for young adults.
 Gifts Needed: Evangelism, Serving, Encouragement, Administration
146. Retreat & Activities Coordinator Willing to help plan and carry out retreats and activities for young adults
 Gifts Needed: Administration, Serving, Encouragement

Women's Ministry

147. Hostess - Greet and show Christian hospitality to visitors
 Gifts Needed: Serving, Encouragement, Showing Mercy
148. Hospitality - Help serve at receptions and Sunday, food functions, etc.
 Gifts Needed: Serving, Encouragement
149. Fill Communion Help prepare communion for Sunday morning worship.
 Gifts Needed: Serving, Encouragement
150. Clean & Set up Communion - Help clean up communion trays after Sunday morning worship.
 Gifts Needed: Serving
151. Decorate - Help decorate for special events and holidays
 Gifts Needed: Serving, Encouragement
152. Seamstress - Willing to use your talent of sewing to assist with special program in the church.
 Gifts Needed: Serving
153. Lodging - Open you home to visiting choirs, guests, etc.
 Gifts Needed: Encouragement, Serving
154. Culinary Crew - Prepare dishes to serve at special church wide functions.
 Gifts Needed: Serving Encouragement

Men's Ministry

155. Retreat Coordinator - Willing to help organize and plan men's retreat through out the year.
 Gifts Needed: Administration, Serving, Encouragement

156. Promise Keepers Event Coordinator - Willing to help organize and plan Promise Keeper trips.
Gifts Needed: Administration, Serving, Encouragement
157. Prayer Breakfast Coordinator - Willing to help plan and organize a men's prayer breakfast.
Gifts Needed: Administration, Serving, Encouragement
158. Accountability Group Coordinator - Willing to help plan and organize men's accountability groups.
Gifts Needed: Administration, Serving, Pastor\Shepherd

Other: If there is a ministry area you would like to be involved in and it is not listed please write it in the space provided. If there is a ministry you would like to see begun here at SACC please write it in and describe the ministry. Let us know how you would like to be involved.

Ministry Team Leaders Worksheet

EDUCATION MINISTRY Staff: Bruce Carpenter

Adult Education Ministry	Team Leader:	John Caudill Rick Layne Jeff Hohman
Valet Ministry	Team Leader:	Don Mynear Perry Geertz Jeff Reed
Shuttling Ministry	Team Leader	John Williams Ken Lafoon Leon Leonard

DISCIPLING MINISTRY Staff: Bruce Carpenter

Barnabas Ministry	Team Leader:	Ben McGuire Darrell Breeding Bill Graves
Shepherding Ministry	Team Leader:	Jim Handman Russ Owens Lawrence White

Evangelism Ministry Staff: Palmer Young

Evangelism Ministry	Team Leader:	Darrell Breeding David Shuman Ken Laffoon
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GRADE SCHOOL MINISTRY Staff: Claudia Young

Grade School Bible Fellowship	Team Leader:	Val Gallutia JoAnn Shuman Steve Ault
Children's Worship Ministry	Team Leader:	Phil Buetner Charlie Gregory Gerry Wiley
Children's Choir Ministry	Team Leader:	Robin Gregory Kathy Montgomery Alisha Carpenter
Cross Training	Team Leader:	Elmer Adams Troy McKinley Jackie Adams

OUTREACH MINISTRY Staff: Mike Currans

Benevolence Ministry	Team Leader:	Charlie Hill Roy Clark Orville Taylor
Missions Ministry	Team Leader:	Mark Turpin Tim Reed Mike Levan
Scholarship Ministry	Team Leader:	Gary Howard Frank Stobaugh Orville Taylor
Urban Ministry	Team Leader:	Perry Geertz John Gard Gary Simpson
Video Ministry	Team Leader:	David Cole Greg Gerlach Bill Leggett

ACTIVITIES MINISTRY Staff: Neil Crouse

FLC Activities Ministry	Team Leader:	David Fields Kevin Bruce Mike LeVan
Young Adult B F Ministry	Team Leader:	Steve and Paige White John and Linda Fisher Patrick and Robin Stacey
Men's Ministry	Team Leader:	Monty Ott Terry Norby Don Mynear
Uplift Ministry	Team Leader:	John Fisher Zetta Montgomery David Cole

YOUTH MINISTRY Staff: Bill Rutan

Teen Ministry	Team Leader:	Chris Church Donna Rai Rutan Bill Laggett
Middle School Ministry	Team Leader:	David Fields Cindy Church Shirley Asberry
Youth Bible Fellowship Ministry	Team Leader:	Chris Means Scott Roberts David Birdwhistle
Josiah Ministry		Jodi Roberts Scott Roberts
Kenaniah Ministry		Windy Highbarger John King Cindy Graves

PRESCHOOL MINISTRY Staff: Marsha Drummer

Nursery	Team Leader:	Debbie Johnson Susan Williams Wilma Wilson
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Preschool B F Ministry	Team Leader:	Mike Jacoby Roger Singleton Lu Young Jill Reed
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Cross Training	Team Leader:	Kathy Bentley Lorraine Butler Debbie Bosworth
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WOMEN'S MINISTRY Staff: Marsha Drummer

Women's Ministry	Team Leader:	Lu Young Amy Levan Loretta White
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ADMINISTRATIVE MINISTRY Staff: Mike Currans

Finance Ministry	Team Leader:	Brian Kinney John Caudill Bill Rowe
Counting Ministry	Team Leader:	Bill Rowe Byron Dunsmore David Shuman
Personnel Ministry	Team Leader:	Dave Harris Bob Bourget Darwin Allen
Dream Team Ministry	Team Leader:	Fran Anderson Vryon Smiley Darrell Breeding
Computer Ministry	Team Leader:	Joel Freebersyer Al Ewert Tim Reed

PROPERTY MINISTRY Staff: Mike Currans

Grounds Ministry	Team Leader:	Troy McKinnley Tony Spencer Al Ewert
Building Ministry	Team Leader:	Roy Clark (Not Leader) Monty Ott Jeff Miller
Security Ministry	Team Leader:	Ron Million Terry Norby Ralph Epperson
Transportation Ministry	Team Leader:	Tony Witt Ralph Epperson Rick Drummer
Parking Ministry	Team Leader:	Jim Cooper Russ Owens Billy Bishop

WORSHIP MINISTRY Staff: Jim Farmer

Baptism Ministry	Team Leader:	Debbie Warfield Tim Dixon Bob Crabtree
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Music Ministry	Team Leader:	Val Gallutia Barbara Rendel Vivan Perkins
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Service Ministry	Team Leader:	Rick Layne Mark Turpin Bob Crabtree
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Ushers Ministry	Team Leader:	Tony Spencer Gary Norsworthy Jim Handman
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Technical Ministry	Team Leader:	Curtis Cox Bob Isaac Greg Gerlach
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**Attendance and Offering
1972 - Present**

<u>Year</u>	<u>Worship</u>	<u>Sun Sch</u>	<u>Offerings</u>
1972	275	233	\$ 22,646
1973	315	298	76,804
1974	396	322	86,000
1975	401	309	92,976
1976	373	312	90,976
1977	418	341	124,000
1978	425	343	128,700
1979	446	334	151,560
1980	509	400	178,880
1981	555	450	218,504
1982	549	444	250,796
1983	575	478	247,780
1984	638	525	305,552
1985	628	535	337,116
1986	664	562	393,744
1987	737	592	451,048
1988	765	633	508,768
1989	808	675	584,064
1990	854	717	615,108
1991	826	690	623,168
1992	797	677	629,148
1993	852	712	657,748
1994	844	729	718,692
1995	909	726	799,708
1996	921	727	886,109*
1997	956	776 (WBF&SBF)	911,926 *
			(\$17,537 wkly)

*In addition, \$401,232 was given in Prepare the Way funds in 1997

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Note: This bibliography includes a complete list of works that contributed to the background and research into this project. The sources that are highlighted (*) were especially helpful in this project. They provided the insight needed in developing the Total Quality Ministry philosophy and the Nehemiah Ministry presented in this dissertation.

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